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United States  
Department of  
Agriculture

Food Safety  
and Inspection  
Service

Washington, D.C.

October 1987

# Food Safety and Inspection Service Program Plan Fiscal Year 1988

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On Cover:

Plant Inspector, Dr. Catherine Banks, DVM, is monitoring testing that a plant is conducting as part of their microbiological control and pathogen reduction program.

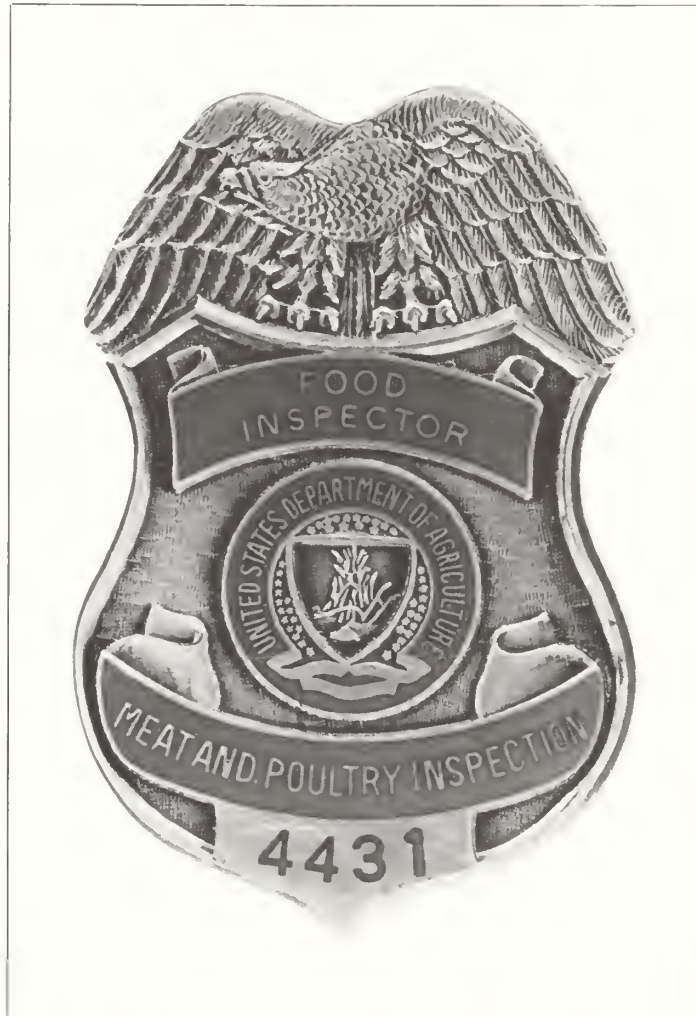
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## OFFICE OF THE ADMINISTRATOR



The tollfree Meat and Poultry Hotline provides the public with information about proper food-handling practices.

OFFICE  
OF THE

## Message From The Administrator

The Annual Program Plan is the culmination of a rigorous planning process that formalizes the Agency's commitments for the coming year. Congress, the Administration and the public will use it to evaluate our success in meeting those commitments, which makes the Plan a key Agency document.

This year, the Program Plan has been substantially modified. The changes have very specific purposes. First, the physical layout of the Plan is different. Pictures identify Agency managers and show FSIS employees in everyday activities. We think this is reflective of our people-oriented program. Graphs and figures clarify the allocation of resources to activities to make the Plan more readable.

Second, the underlying structure of the Plan has been modified to facilitate planning in nine "Areas of Emphasis" where large personnel and fiscal investments must be made to meet our commitments to modernize and improve inspection. This year, Agency managers were directed to focus their attention on the following Areas of Emphasis in developing their plans for Fiscal Year 1988:

- Prevention of Unsafe Residues.
- Reduction of Microbiological Hazards.
- Animal Disease Control.
- Discretionary Inspection.
- Data Systems.
- Technical Capability.
- Slaughter Inspection Modernization.
- Compliance Initiatives.
- Import Inspection Initiatives.

These subject areas represent the Agency's planning priorities. They are areas where we will continue to focus our attention, our best efforts, and our creativity because they represent a path to a stronger, more effective inspection program. They are not depicted in any rank order because we must continue to make progress in all of them. However, their importance to the program's future is reflected in the decision to devote an entire section of the Program Plan to defining and discussing the major objectives that we have established for each Area of Emphasis.

For example, this year some of the most profound and innovative changes ever made to inspection will occur in the Discretionary Inspection (DI) Area of Emphasis which is one of the Agency's highest priorities. Most of you know that Congress has given the Secretary increased authority to determine the amount of inspection coverage necessary in processing plants. This in turn has provided the opportunity to redesign the entire inspection system to achieve the most efficient utilization of each inspector's time. We have chosen to call this new approach to inspection Discretionary Inspection.

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Lester M. Crawford



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When we have completed the nationwide implementation of Discretionary Inspection, it will encompass the full range of inspection coverage from "periodic inspection" (PI) in low risk plants to intensified coverage in high risk plants. This year, we will complete the pilot testing of the reduced level of inspection that we refer to as periodic inspection. The reduced level of resources needed for PI is expected to free up many of the resources that the Agency needs to apply to other inspection assignments that require more inspector presence to reduce public health risks.

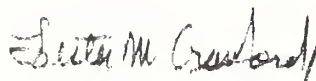
One of the most exciting aspects of our move to Discretionary Inspection is the development and field testing of the new information systems that are necessary to achieve optimum resource allocation. We are now configuring the automated data system that will support the periodic inspection component of DI. In addition to generating random visitation schedules and task assignments, the system will contain a data base of inspection findings on each plant. Agency staff will use this data base to monitor plant status and to make decisions about the level of inspection appropriate for each plant. Plants will be expected to assume full responsibility for complying with Federal meat and poultry laws and producing quality products even in the absence of the inspector.

For the first time, we will have the capability to tailor inspection to the needs and actual performance of individual plants. Those who successfully meet their obligations will receive less intensive inspection. Those who fail in their responsibilities will find an increase in

inspector presence. This will be the fulfillment of a principle of inspection that we have long advocated. The principle—greater industry responsibility—is one that we started to build into the inspection program about ten years ago, when we launched our effort to make a good program even better.

Too often, as we work toward the inspection program of the future, we may forget to take note of the landmarks along the way—to be proud of what we have accomplished and what we will accomplish this very year. The field testing and improvement of the new Discretionary Inspection system is only one of those landmarks. The publication of DI rulemaking documents later this year will certainly represent another.

Not all of the activities described in the next section are landmarks—but they are all steps toward important achievements. FSIS employees are the people who make the plan a dynamic document. You have given the Agency your best efforts, and I hope and expect that you will continue to do so. In the meantime, thank you for your commitment.



Lester M. Crawford  
Administrator  
Food Safety and Inspection Service

October 1987  
Washington, D.C.



## Message from the Associate Administrator

For almost a decade now, we have been making steady progress on improving the finest and most efficient inspection program in the world. Since 1977, when we began to modernize the program, the cost of inspecting one thousand pounds of product has been reduced by almost 40 percent. And this remarkable increase in productivity has been achieved without any impairment to the quality or effectiveness of inspection. In fact, I am convinced that we have actually improved the overall quality of the inspection program while reducing its cost to the taxpayer. Through the use of quality control techniques, monitoring plans, sampling programs, inspector training programs, and many other innovations and improvements, we have set a standard for self-initiated reform that has won the Agency much acclaim and recognition. The sense that this Agency has come such a long way in the last few years is supported by the many independent evaluations that have been carried out by such groups as the National Academy of Sciences, the General Accounting Office, and USDA's own Office of the Inspector General.

The program's accomplishments have made it one of the most respected inspection systems in the world. This is a fact that tends to be forgotten, especially now that we are in the middle of instituting the most far reaching and important changes that have been made in the organization's history. The changes associated with the nationwide implementation of Discretionary Inspection will virtually revolutionize the way inspection is performed not only in this country but in every country that seeks high quality, cost-effective meat and poultry inspection. However, change is rarely easy, comfortable, or without controversy—even when it is clearly for the best. The many objective reviews of the Agency's progress have affirmed that we are headed in the right direction, the only direction: a program that is based on science and public health risks and a program that makes the best use of technology and human resources. The inspection program of tomorrow will also require industry to fully accept its legal obligation to assure safe food. The planning that we do now will help to assure that we keep a steady, true course in meeting the goals that we have established for the inspection program.

My entire 25-year government career has been spent in the inspection program. Because I have served at various levels throughout the organization, my recent appointment as Associate Administrator is immensely gratifying, at the same time that it is quite humbling. Therefore, I thought that I would use this opportunity to say a few words about how I see the role of the Associate Administrator.

My experiences have shaped my perspective on the Agency's mission—its organizational goals and its policy goals. We have been on a course for the last several

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R.J. Prucha



years that has been proven time and time again to be a good one for the public we serve as well as the industry we regulate. I intend to help stay that course over the next few years to ensure that we not only realize our full potential, but that we never stop seeking better ways to deliver our services. I view my role as essentially that of a policy facilitator and coordinator—promoting the development of practical, scientifically valid solutions to the food safety problems the Agency can help solve. One of the most important tools is communication—getting people with technical skills in different areas to talk to each other, and to listen to each other. Another tool is training. More and more issues before the Agency require analysis of information from several different scientific disciplines. More and more issues cross jurisdictional lines—and the international dateline. Yet we must find and implement practical solutions to these increasingly complex problems. And many solutions require training large numbers of people quickly. Therefore, I plan to continue to emphasize the strengthening and broadening of training.

Two of the Agency's priority projects illustrate my point. Last May, we received the second National Academy of Sciences review of our program—a review focused specifically on the poultry inspection program. The Academy recommended fundamental changes in the way we inspect poultry. These changes are based on the knowledge we possess today—knowledge much deeper and much broader than that available when poultry inspection was designed in the 1950's. Today, we know how to identify and assess risks associated with unseen hazards and to utilize science to minimize those risks.

While we have made great strides in making poultry inspection more effective, at its heart it is still a program built on a foundation that was laid in 1957. But the Academy has told us that inspecting each bird is not the most productive use of our resources. We must improve our techniques to address the hazards of microbiological and chemical contamination which our current visual methods cannot detect. It has not been easy to move inspection away from traditional methods. In some cases, practices nearly a century old that many people believe define USDA inspection are being challenged. However, I am committed to seeing that newer more scientifically-based inspection methods are brought to bear on the problem and that we move swiftly in exploration of a more risk-based approach to poultry inspection.

Developing our policy on *Listeria monocytogenes* is another example of how FSIS has begun to get in front of complex issues for which we don't have all of the answers. In this case, however, we are taking preventive action on a problem before it has had a chance to really get started. Until just a few years ago, listeriosis was thought of primarily as a cattle disease. However, three major outbreaks have made it clear that this disease is a serious human health problem, and that it is associated with food, even though no reported cases have been linked with meat or poultry at this time. But as a public health agency, we obviously have the responsibility to look into the situation.

In the last several months, we have perhaps doubled our knowledge about *Listeria* and the disease it causes. We consulted with the Centers for Disease Control, the Food

and Drug Administration, and the Agricultural Research Service. We still don't know all the answers—and no one does. But we have developed a *Listeria* policy that will protect the public health and increase our knowledge about the bacteria. The policy is flexible enough so that we can change it if new information revises our risk assessment. FSIS will monitor raw products to determine benchmarks. We will also sample and test some ready-to-eat products. These results will be directed at helping plants improve their microbiological controls, but the results will be used for regulatory purposes if plants fail to make corrections.

Those are just two examples of the types of activities that will keep me quite busy. But what do they have to do with the Annual Program Plan? The Program Plan is an attempt on the part of Agency managers to anticipate and prepare for the predictable as well as the unpredictable events that will take place over the coming year. If we are effective in our planning efforts, then we will be able to manage in most cases the events of the coming fiscal year with the same success that we had in previous years, regardless of the number of surprises that we have in store.



R.J. Prucha  
Associate Administrator  
Food Safety and Inspection Service

October 1987  
Washington, D.C.

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## AREAS OF EMPHASIS



In FSIS laboratories, pathologists examine meat and poultry specimens for histopathological diagnosis.





## Animal Disease Control

Over the course of the last fifty years, the danger to the public from animal diseases has been greatly reduced. This is due in large part to the success that Federal and State programs have had in identifying, tracing, and ultimately eradicating diseased animals and herds. The degree of success achieved is illustrated by the fact that in 1917, 83 percent of all defects discovered in swine were due to tuberculosis; however by 1983 this number had been reduced by a factor of 10 to below 8 percent. Similar trends have occurred for other diseases and for other animals. Still, when evidence of animal pathology is discovered during the inspection process, the information should be utilized to the maximum extent to understand the source of the pathology and take positive steps to reduce its occurrence.

In the 1985 National Academy of Sciences (NAS) report on the meat and poultry inspection program, the NAS suggested that the individual inspection of each animal to identify gross lesions and other signs of disease for the purpose of detecting animal diseases is an inefficient way to protect the public's health. The Academy recommended that FSIS develop the capability to make definitive diagnoses on a random sampling of retained and condemned carcasses to establish accurate data on disease incidence. The NAS further recommended that all

USDA animal disease surveillance programs be designed and implemented to fully utilize animal disease prevalence data obtained from the inspection program. This incidence data used in conjunction with animal identification systems could then be utilized to prevent the disease earlier in the animal production chain.

As evidenced by the FSIS Strategic Plan and the FSIS Future Agenda, the Agency anticipated the NAS observations. FSIS has committed itself to more efficient inspection systems which change the inspector's role from a sorting to a monitoring mode. And as new systems are developed and the capability for animal identification becomes available, the data gathered by the Agency's Livestock and Poultry Disease Reporting systems will permit the design of new techniques that will prevent and control diseases.

Meanwhile, FSIS is proposing a regulation that would require records on the ownership of hogs prior to slaughter. This regulation is the Agency's initial attempt to establish the kind of animal identification and tracking systems called for by the NAS report.

As part of its Future Agenda, FSIS is supporting an activity being conducted by the Extension Service (ES)



To protect the public health, the Agency identifies diseased animals.

with three universities to explore what type of definitive diagnosis data can be generated in plants where inspection is taking place. Also under examination is a mechanism for recording and feeding back diagnostic data to feedlots and veterinarians, and information on how the data can be used to improve herd health management. If results from the ES study show that a definitive diagnostic activity could be effective, FSIS is prepared to use the necessary laboratory capability to start a pilot program of its own. The pilot program would explore the feasibility of integrating a definitive diagnostic activity into the inspection process.

Another approach to disease control, which was introduced in early FY 1983 is the Animal Disease Reporting System (ADRS). This is a computerized information system that offers weekly data on species/class, disease, condemnation rates, and geographic location of slaughtered livestock and poultry. During FY 1985, the ADRS was enhanced through the

inclusion of graphic outputs and statistical programs to monitor trends and compare disease profiles. In order to allow maximum accessibility to the ADRS, FSIS has developed a "cookbook" of prewritten computer programs which help the user select appropriate criteria and automatically retrieve, summarize, and format reports. The use of this information in the inspection process is expected to improve both its effectiveness and efficiency.

FSIS has established two major objectives for the Area of Emphasis, Animal Disease Control. These objectives are:

1. Improve ability to do specific disease diagnosis at official establishments.
2. Develop procedures to gather and use information obtained from disease diagnoses. Develop a program for statistical sampling of food animals to identify the principal causes of retention, trimming, and condemnation and work with other agencies to provide this information to animal producers so that overall animal health can be improved.



To protect the public health, the Agency makes disposition of food animal carcasses.



## Compliance Initiatives

The term “compliance” has two different but related connotations when applied to the meat and poultry inspection program. In its broadest sense it refers to the whole inspection effort that the Agency carries out within processing and slaughter plants to ensure a safe, wholesome, and unadulterated product. The second connotation refers to the activities that are carried out by the enforcement arm of FSIS, the Compliance Program. These are primarily conducted outside of the plants and factories that produce meat and poultry products.

With the passage of the 1986 Processed Products Inspection Improvement Act, FSIS gained broader authority to ensure compliance in both senses of the term. Not only does the new law allow for discretion in the way that inplant inspection resources are allocated, it also gives increased authority to withdraw or suspend inspection for repeated failures to comply with Federal law as well as criminal convictions.

The Intensified Regulatory Enforcement program, now in its fourth year, has been a major effort to improve inplant compliance. This program recognizes that a small number of plants cannot or will not operate within acceptable bounds that assure safe products for the consumer. If a plant continues to be deficient in its operations despite supervision by an intensive inspection team, withdrawal can be considered.

While the Agency has made a substantial investment in its inplant compliance activities, it has at the same time endeavored to streamline and strengthen its out-of-plant compliance actions. This has been accomplished in large part by reorganizing the compliance staff—in effect creating a separate program—and increasing the number of people in the program.

The Compliance Program in its new configuration is now able to provide broader protection to the consumer and increased enforcement of the meat and poultry laws and regulations. The Program's primary role is in providing regulatory control over businesses engaged in the transportation, storage, and distribution of meat and poultry products after leaving Federally inspected establishments. Established in the 1960's, the program supplements inplant inspection by monitoring meat and poultry products as they move through channels of distribution.

The Compliance Program investigates alleged violations of the inspection laws and presides over the due activities of the Agency associated with alleged violations. The Program is, out of necessity, geographically dispersed. Regulatory compliance is carried out through a network of five field area offices and 90 compliance officers who review firms in the meat and poultry allied industries and



The species identification field test, SIFT, was developed to detect product adulteration which will aid in the elimination of economic fraud.

provide investigatory assistance to inspection officials who become aware of violations or potential violations involving distribution of meat and poultry products.

Four major approaches are used to ensure compliance with meat and poultry inspection laws:

- Examining product at various stages of distribution to ensure continued wholesomeness and proper labeling, and to remove violative product from food channels.
- Educating regulated industries regarding meat and poultry laws and regulations.
- Detecting, documenting, and acting on violations that occur.
- Cooperating with other Federal, State and local authorities to assure that product control is maintained throughout the chain of distribution.

The Compliance Program's cooperation with the States takes the form of providing assistance in the maintenance of their programs which regulate intrastate products and businesses. It also monitors state compliance programs to assure that they meet "equal to" requirements of the Federal statutes which require that states conduct compliance programs that at least meet or exceed the requirements specified in Federal law.

All firms and individuals that process, store, or distribute meat and poultry products are subject to random reviews. Where prior compliance history, poor management, or known risks suggest the need for closer monitoring, there is a systematic method for determining frequency of follow-up reviews.

During a typical review, Compliance Officers contact management officials and discuss applicable FSIS requirements. Inventories of meat and poultry products are observed to see if they comply with Federal regulations, and appropriate records concerning the sale, purchase, shipping, or storage of products are examined. Additional investigations may occur when evidence of a violation is found.

When investigations disclose violations of meat and poultry inspection laws or regulations, the Compliance Program initiates appropriate administrative or legal action. Control mechanisms and sanctions include detentions, seizures, voluntary product recalls, letters of warning for minor violations, injunctions, prosecutions, and withdrawals of inspection. Cases involving major violations of Federal law are referred to USDA's Office of the General Counsel (OGC) for review. The OGC may, in turn, forward them to the Justice Department for further review and legal action.

Major violations of Federal inspection regulations can result in criminal prosecutions and court-imposed sanctions against firms, their owners, and their officers. An example of this occurred in 1986 when a Utah company was ordered to pay fines and restitution totaling about \$871,000, after admitting that its employees had replaced meat with water in turkey for the school lunch program. One company official was fined \$5,000 and sentenced to a six-month prison sentence. FSIS Compliance Officers, USDA's Office of the Inspector General, and agents of the Federal Bureau of Investigation cooperated in preparing the case.

The Agency has identified three objectives for the Area of Emphasis, Compliance Initiatives, that will further improve its ability to ensure compliance:

1. Develop revised policy guidance on the use of increased inspection and regulatory enforcement efforts. This will be accomplished by use of new technologies to detect and eliminate economic fraud and by applying existing enforcement authorities to address product and process violations.
2. Develop and implement policy guidance to revise the basis on which State inspection programs are certified as at least equal to the Federal inspection program.
3. Develop and implement policy guidance to improve industry compliance with USDA regulations.



New technologies and increased inspection are used to detect and eliminate economic fraud.



## Data Systems

Recent advances in electronic technology have made the rapid acquisition, storage, and manipulation of information economically feasible. What was once nothing more than an unaffordable dream is now in the process of becoming reality. An inspection system where management decisions can be made based upon timely and accurate information from the workforce, laboratories, and historical archives has been under development at FSIS for the last several years. This transformation in the way that the Nation's inspection program is carried out is not yet complete nor will the transition be finished for several years. For one thing, the budgetary and personnel resources to implement such comprehensive changes are limited. Still, in just a few years, substantial progress has been achieved with the installation of automated systems like the Microbiological and Residue Computer Information System (MARCIS), the Animal Disease Reporting System, the Automated Import Inspection System (AIIS), the Common On-Line Reference for Establishments (CORE) system, and the Protein Fat Free (PFF) system. Five years ago, computers were still relatively rare at FSIS. Today every office in the entire organization has computers, computer operators, as well as plans for expanding the use of information systems.

In 1985, the National Academy of Sciences (NAS) provided the first major critique of the job FSIS was doing in establishing and using information systems. While the NAS recognized the progress that the Agency had made up to that point, it proposed the increased utilization of data that is now routinely collected as well as the acquisition and expanded use of new data. Further, it recommended that FSIS veterinarians and management staff receive increased access to information and analytical data on meat-borne hazards, animal diseases, related violations, and other related items.

As the regulator of the Nation's meat and poultry supply, FSIS has a mission that is highly dependent upon timely and accurate information obtained from the inspection workforce and other sources. In addition, Agency managers must be able to use information to make decisions about inspection approaches and intensity so that resources can be properly targeted. In the past, large amounts of data were collected for statistical purposes to report to Congress on the scope of operations. However, this data was not being fully exploited for analytical purposes, for evaluating program effectiveness, or for improving the day-to-day quality of inspection in the plant.

Utilizing inspection-related information to better manage the inspection program is one way that automated data processing can and is helping to improve the program. Another major improvement that can be realized through the expanded use of ADP is in the area of allocating inspection resources.

Assigning the more than 7,500 full-time, inplant inspectors to over 7,000 plants across the United States is a complex problem that has been handled manually at different levels in the organization since its inception. Over 98 percent of the Meat and Poultry Inspection Operations budget is expended on salaries, benefits, and related travel costs for employees. Such a labor-intensive resource commitment requires a sophisticated information and decision-support system that will promote productivity and efficiency in the assignment of inspectors.

The task of matching available people to inplant inspection position requirements is a challenging and often times daunting process. Each day, several hundred decisions must be made on how to cover positions for which there is no permanently assigned employee. The job is further complicated by the additional requirement of providing coverage for hundreds of employees on leave status. At the present time, the Agency carries out its daily assignment routine without the assistance of any ADP capability, and the effectiveness of the system on any given day is directly related to experience level of the schedulers.

The daily scheduling of assignments is an area where the Agency can produce significant savings. Each inspection assignment presents a unique set of alternative coverage strategies with a wide range of differing cost consequences. It is not physically or mentally possible to take into consideration the vast number of scheduling alternatives, cost consequences, and coverage situations to arrive at the most efficient mix and selection of choices on a daily basis without the use of automated information processing technology. In the future, the problem will become greatly compounded as assignments are randomized under periodic inspection. Therefore, FSIS has little choice but to move rapidly in the direction of automating this process because the utilization of its most costly resource—its people—has such an impact on the Agency's budget.

Two major activities are underway that will replace the current procedures for making inspection assignments. The first is the development of the ADP system that will support the gradual phase-in of periodic inspection. This system will enable the Agency to make random assignment of inspectors from a "pool" of inspectors who will make unannounced visits to plants. Not only will assignments be generated by an ADP system, but actual inspection tasks which are tailored to the specific plant will also be assigned to each inspector.

Tied very closely to the developmental work underway to support periodic inspection is the second major activity, the development of the Inspection Position Coverage System (IPCS). IPCS will build on the work being done for

periodic inspection and eventually will result in a nationwide scheduling and resource system. A feasibility study is currently being conducted with follow on system design and implementation to take place through FY 1988 and 1989. This step will, when completed, result in the establishment of an Agencywide system for making all resource allocations for in-plant inspection.

FSIS has established five major objectives for the Area of Emphasis, Data Systems. These objectives are:

1. Introduce new data systems. New FSIS data systems are needed to fully implement discretionary inspection, relate label information to other Agency activities, to improve information on the compliance program, and to control the expansion of the analysis of laboratory samples.
2. Improve the design of data systems to permit more access to the data by more users and to provide improved compatibility among the data elements in all the data systems.
3. Improve use of data systems. To be useful, data must be used by many people in the Agency work. Skills of the Agency personnel will be improved in using data systems and in using quantitative data in decision making.
4. Develop programs for controlling the quality of inspection program data so that Agency managers will have accurate information for their use.
5. Develop programs to insure that the data are timely so that managers have the total information to use in their programs.



FSIS is introducing new data systems to facilitate the analysis of laboratory samples.

The Agency has initiated 14 specific IRM projects which support the objectives on the previous page:

Project	Description
1. Periodic Inspection Task Force Support	On-Site Rapid Prototyping of P.I. Decision Support Applications
2. Product Safety Data Base Support	Ad Hoc System 2000 Support
3. Miscellaneous Payments and Adjustments System Support	Development of Local Processing Capability with Upload Capability
4. MARCIS Data Dictionary	Design, Development, and Implementation
5. Nitrosamine Monitoring System	Analysis, General Design and Planning
6. On-Line Users Guide	Design and Development of AutomatedUsers Guide
7. Label Information System	Enhancement and Implementation of LIS Prototype
8. Data Quality Action Plan	Consulting and Plan Development for Data Quality Initiative
9. ADRS Enhancement	Requirements Analysis and General Design for QA, Reporting and Trend Analysis Enhancements
10. FSIS Telecommunications Network Study	Analysis and Equipment Recommendations for Improved Communications
11. CORE Training	CORE Regional Training Program
12. LIS Prototype Development	Conversion and Demonstration of LIS Capabilities
13. CORE	Design and Development of Common On-Line Referency System for Establishments
14. MPIO HR Study	Evaluation of Workforce Management Process under Discretionary Inspection



## Discretionary Inspection

The potential for the most sweeping changes in the history of the inspection system lies in the authority that FSIS now has to vary the intensity of inspection in processing plants to meet the individual risk presented by each plant. In November of 1986, Congress amended the Federal Meat Inspection Act to provide the Secretary increased authority to determine the amount of inspection coverage necessary in meat processing plants. Specifically, FSIS now has the legislative authority to reduce inspection coverage where the present level of inspection exceeds what is needed to maintain public protection. This reduced level of inspection, referred to as “periodic inspection” (PI), is expected to free up resources that the Agency needs to apply to other inspection assignments that require larger investments of inspection coverage to reduce public health risks.

Under this new authority, FSIS will establish a totally new nationwide system of regulatory enforcement, to be known as Discretionary Inspection or DI. The new system will encompass the full range of inspection coverage from periodic inspection coverage in low risk plants to intensified coverage in high risk plants.

All meat and poultry processing plants will be covered by the Discretionary Inspection system whether they require more inspection than they currently receive or considerably less. The implementation of DI will require that FSIS reassess the nature of all inspection assignments in processing plants to determine how those assignments may be made more efficient or effective. The results of that assessment will then determine how each plant’s inspection is structured.

Discretionary Inspection is far more than simply reducing the inspection coverage in some plants with an eye toward saving a few dollars. It is an entirely new and different approach to inspection that is more in keeping with the complexities and sophistication found in the industry that is being monitored. The new authority enables the Agency to develop a system of inspection that is tailored to the individual performance and production characteristics of each processing plant. The amount of inspector time in a plant will vary based on what is necessary to assure that the plant is in compliance with regulatory requirements. In addition to varying the frequency of inspector visits, the Agency expects to develop new inspection strategies, such as team inspection, that could be far more effective than current procedures.

The basic principle underlying DI is that inspection resources should be allocated on the basis of the risk presented by the plant. For purposes of implementing DI, a plant may be thought of as posing two kinds of risk. The first type of risk is that related to plant management performance, i.e., the kinds of risk that can be controlled

by honest and effective plant management practices. The objective of assessing management performance risk is to assure that only plants with a very low risk of producing adulterated or misbranded product are placed under periodic inspection.

The second type of risk presented by the plant is related to characteristics inherent in a plant and its operations which are independent of management performance. The objective of assessing these public health risks is to assure that periodic inspection coverage is structured to cover risks presented by the general character of the plant, the product, and the process.

The Agency looks upon periodic inspection not as a privilege available to some plants, but as an integral part of its regulatory responsibility to determine the appropriate level of inspection for each plant. Therefore, plants are neither entitled to receive nor refuse periodic inspection.

Plants under periodic inspection will experience changes in the frequency and manner in which inspection is conducted, including:

- Reduction in inspector presence.
- Elimination of assignments of inspectors to specific plants.
- Random assignments of inspectors for each plant visit from a pool of inspectors.
- Randomly scheduled, unannounced visits to plants.

During each inspection visit, the inspector will determine plant conformity with inspection requirements. The inspector will leave a record of finding for the visit with the plant. If a plant does not meet all inspection requirements, corrective action will be taken by the Agency, not the inspector making the visit. The separation of plant evaluation and corrective action is designed to improve uniformity and objectivity in the application of Federal regulations, to increase the efficiency of the inspector’s visit, and to clarify that it is the plant’s responsibility to conform to applicable requirements whether or not the inspector is present.

The reduction of inspector presence will have significant implications for the plant. The plant management will need to be knowledgeable about regulatory requirements because it will no longer have the inspector there on a daily basis to provide information and answer questions. FSIS believes that breaking the long-term relationship between the inspector and plant management will make inspection more objective and will clarify the fact that responsibility for compliance is on the plant.

The minimum condition for reducing inspection coverage is that the plant has good management performance reflected by:



- A good compliance record.
- A system of controlling production that provides the Agency with the means to adequately verify plant compliance.
- The plant management's ability and willingness to comply with Government laws and regulations.

Central to the concept of periodic coverage is the Agency's ability to rely on plant management officials to take full responsibility for compliance with the pertinent Federal laws and regulations. Therefore, the assessment of a plant's acceptability for periodic inspection coverage seeks to predict its performance without the continuous presence of a government inspector. The assessment of management performance is designed to establish that the probability is high that a plant will remain in compliance during the absence of the FSIS inspector.

The first primary indicator of good management performance—the compliance record—seeks to establish what a plant's history is with respect to (1) the production of noncomplying product, (2) any demonstrated lack of control over production processes or plant environment, or (3) other incidences or practices that indicate disregard for regulatory requirements. Plants that cannot demonstrate a suitable record of performance in these areas will not be considered for periodic coverage. Instead, these plants will

remain under continuous coverage or even intensified regulatory enforcement (IRE).

The second step in evaluating the probability that plant management performance will remain acceptable under reduced inspector presence is an assessment of the plant's competence to control its production process, environment, and product to maintain compliance with all requirements (including safety, health, and economic requirements). The plant must have systematic production controls before the Agency can rely on it to assume full responsibility for complying with the law and regulations. These controls must be such that FSIS can utilize them to verify compliance.

The last indicator, that of overall management competence, is assessed by evaluating the knowledge, attitude, demonstrated ability, and commitment.

Experience has shown that these factors can be evaluated by assessing the following:

- Knowledge of applicable regulatory requirements.
- Interest in and knowledge of plant operations.
- Ability and willingness to identify and correct problems before they result in noncompliance.
- Receptivity and responsiveness to information and instructions from inspection personnel.



During FY 1987, senior managers were introduced to the concepts and operational aspects of the Discretionary Inspection system.

Plant management that manifests these characteristics can be expected to perform well in terms of regulatory compliance.

While the Agency has had considerable experience in providing daily and intensified inspection, periodic inspection represents a new and untested mode of inspection coverage. Therefore, FSIS out of necessity was required to design field trials of applied periodic inspection. The first part of the two-phase pilot test of PI has already been completed and a second phase is due to begin in February 1988.

The pilot test of periodic inspection was divided into two phases to allow the gradual, yet planned, accumulation of knowledge that is needed to facilitate the nationwide implementation of PI with the least disruption to the inspection system.

There are five major components of the PI model which are being evaluated during the pilot test:

- A screening process to determine plants suitable for PI.
- A reduction in inspector presence in the selected plants.
- The elimination of assignments of inspectors to specific plants.
- The random assignment of inspectors for each plant visit from a pool of inspectors.
- The use of randomly scheduled, unannounced visits to plants.

During Phase I of the pilot test, only three of the five components were tested. This phase, which ran from April through June of 1987 in 14 plants, tested the process for selecting plants and making reduced, unscheduled assignments. New inplant monitoring plans and schedules were also introduced to accommodate the reduction of inspector presence. However, the inspector previously assigned to the plant performed the inspection.

Overall, the Phase I pilot was extremely useful in providing information to the Agency that can be applied during the national transition to PI. Both inspectors and plant officials indicated that most plant employees showed more initiative and responsibility for operational sanitation during the pilot than they normally showed under traditional inspection. Furthermore, many inspectors who were skeptical about reducing inspection were more favorably disposed toward PI after the pilot.

Phase II of the pilot test will involve a greater number of processing plants and will take place in a geographical area where FSIS has used the new Inspection System Work Plan (ISWP) concept. Plants that have been inspected under the Agency's Total Quality Control (TQC)

program or ISWP have explicit plans of inspection for operating under traditional processing inspection. The development of monitoring plans for periodic coverage will be derived from these individual TQC or ISWP plans of inspection.

This phase of the pilot will evaluate the monitoring plans refined in Phase I, inspection visit schedules, the random assignment of "pool" inspectors, separation of inspection and corrective action, criteria for changing inspection frequency schedules, and the FSIS field supervisory/support structure. The emphasis of this test phase will center upon perfecting the processes and procedures to be used in the nationwide implementation of DI and on evaluating how the FSIS organizational structure will support DI.

Phase II will commence in mid-1988 and last approximately three months. When it is completed, an extensive evaluation of the results will be conducted as was the case with the first phase. One of the most exciting aspects of the Phase II pilot is the application and field testing of the completely new automated system for managing inspection. The automated system will be used to accumulate, store, and analyze inspection findings on each plant, to record changes in plant status, and to generate inspection assignments. This data base will be used by Agency staff to operate the switching rules that will determine the level of inspection appropriate for each plant.

The Agency believes that Discretionary Inspection, when fully operational, will not only be more efficient in the sense that it will cost less per pound of product, but it will be considerably more effective in protecting consumers.

In order to continue development and begin implementation of the DI system, FSIS has established two major objectives for the Area of Emphasis, Discretionary Inspection. These objectives are:

1. Develop, test, and evaluate a risk-based Discretionary Inspection model of inspection for meat and poultry processing plants that will enable the Agency to allocate its resources based on the public protection risk associated with a product or process.
2. Implement a nationwide Discretionary Inspection system including regulations, computerized management systems, and new inspection methodology.

## Import Inspection Initiatives

Federal control over imported meat products was first established by the Tariff Act of 1930 which prohibited the importation of meat into the United States that was not healthful, wholesome and in compliance with U.S. regulations. FSIS has the responsibility for assuring that meat and poultry products imported into the United States meet the same requirements as domestic products. This is accomplished by conducting two activities: (1) the review of foreign inspection programs, including the determination of the eligibility of countries to export products to the United States, and (2) port-of-entry inspection.

Initially, the approval of a country to export to the United States was based solely upon a satisfactory review of that country's inspection laws and regulations. However, in 1963 the onsite review of the operations in plants certified to export was begun. In 1966, USDA formalized this plant review procedure and established a permanent staff of foreign review officers. Over the next decade, this review procedure served the needs of the public adequately for the amount of resources that were invested. However, during those years the volume of export and the product variety changed significantly.

Therefore, in 1979, the Administrator of FSIS established a task force to review the foreign review process and to determine whether it was meeting current needs. The task force found that program efforts were focused primarily upon periodic on-site plant reviews and lot-by-lot inspection of product at port of entry. The task force identified six hazards to product acceptability—residues, gross contamination, microscopic contamination, misuse of food additives and other compounds, economic fraud, and use of meat from diseased animals. The task force also recommended that the approval of a country to export should be based on a systematic evaluation of a country's ability to control each hazard.

In response to the task force recommendations, the process for determining the acceptability of a foreign inspection system has changed from an intense individual plant review approach to one that focuses on an evaluation of the country's entire meat and poultry inspection system. This evaluation uses a variety of information, including the inspection findings from imported products examined in the United States.

Also in response to the 1979 task force recommendations, FSIS has been developing the methodology and necessary tools to identify the risks to meat and meat product acceptability and to measure each country's ability to control for those risks. For example, in 1985 FSIS evaluated and implemented a risk appraisal instrument for each hazard which could affect meat acceptability. Risk appraisal is the process of assessing a hazard in terms of its severity, probability, and the extent of its impact. The

risk appraisal is not a one-time look at a country, but an ongoing and dynamic process that reflects changes occurring in the country. This "systems approach" to foreign program review was begun in 1986; full implementation will take about five years to complete.

Port-of-entry inspection, conducted when imported meat and poultry products arrive in the U.S., traditionally has been divided between two types of inspection staff: a corps of about 80 import inspection specialists spent full time doing about 75 percent of the import inspection, principally at ports-of-entry; the rest of the inspection force, currently about 7,400 people assigned to about 7,000 plants, primarily to inspect domestic product, conducted 25 percent of the import inspection duties, when the imported product arrived at their assigned plant. All of these inspectors were under the management of the office that conducted domestic inspection.

An internal review led to the Agency's decision to improve the overall management of the import inspection program, and the need for improvement was confirmed by a General Accounting Office review of FSIS inspection activities in 1981. The Agency's internal review and GAO's investigation both indicated a lack of uniformity of procedures and emphasized the need for an identifiable organizational structure with a separate chain of command through which to provide guidance and consistency.

Therefore, in 1985 FSIS transferred the import inspection function from the domestic inspection force to the newly created International Programs. Approximately 80 inspectors were transferred to the Import Inspection Division to specialize in import inspection activities. Twenty additional employees were added on to manage import-related activities. Some of these were placed on the Import Analysis Staff to serve the analytical needs of the program and maintain the Automated Import Information System (AIIS).

One of the most significant developments in import inspection has been the development and installation of the Automated Import Information System without which many of the other improvements to import inspection would not be possible. Prior to the implementation of AIIS, each import inspection site operated independently with little or no communication with other inspection sites. Each port maintained its own historical records on foreign establishments whose products it inspected and would adjust the Agency's Manual of Procedures to fit the unique problems and experiences of the particular site. The resultant lack of standardization of inspection procedures created a situation where product rejected at one port was sometimes being rerouted to another port where it might be cleared for entry.





In the wake of the Soviet nuclear accident at Chernobyl, FSIS is monitoring meat and poultry products from affected countries for radiation.

Since the implementation of AIIS, FSIS now monitors each exporting country's products to assure that their inspection systems are functioning adequately to produce acceptable product. The information obtained from the port-of-entry import inspection in the U.S. is not only used to determine the acceptability of the product, but is also used in the determination of the acceptability of each country's inspection system. Import rejection information is transmitted to each producing country for analysis and corrective action. Now, inspection assignments can be made which are based on up-to-the-minute inspection histories, historic data for each foreign country, detailed records of each entry, and summary reports.

AIIS receives and stores daily inspection results from all ports and compiles histories for every establishment

eligible to export to the U.S. These histories are based on the results of product inspection and laboratory analysis. The scope and extent of inspection of a shipment from a given establishment is based on that establishment's compliance record. Even though FSIS inspectors are required to examine each lot of a product for general condition, proper certification and labeling, and take samples for residue and species testing at regular intervals, the AIIS makes it possible for inspection personnel to reduce the intensity of inspection on products from plants with good records and to concentrate on products originating in establishments with poor records. This allows product from plants with known compliance histories to be treated consistently at all ports. In addition, the AIIS provides a safety mechanism. If a product from a plant is found defective at one port, the system enables

the Agency to quickly locate and hold other shipments from the same plant.

In 1986, the Agency made the decision to eliminate "destination inspection," which was the practice of allowing product to be transhipped through the port-of-entry and to be inspected at the point of final destination. This costly and inefficient procedure has been ended for all countries but Canada which has until January of 1989 when sufficient facilities will be available on the U.S.-Canadian border to handle the large amount of product that comes from that country. The Agency's investment in this cost-saving measure is reflected in Objective #3 below.

In a related change, International Programs no longer permits import inspectors to perform services at piers, warehouses or other facilities that have not been specifically approved for import inspection. Providing inspection in these facilities that are not official import establishments undermines the inspector's ability to enforce requirements relating to sanitation and other standards. It also results in greater expenditures in personnel time and travel costs that are borne by the Agency.

Most recently, FSIS implemented several stamping procedures recommended by the General Accounting Office. In March, USDA inspectors began marking shipping containers of rejected product with an indelible, permanent "U.S. Refused Entry" stamp. This relatively small change serves to warn other countries with less developed inspection systems that the product has been rejected and fails to meet U.S. standards. In 1986, FSIS also began to allow prestamping of some imported products before inspection is completed. Prestamping with

the mark of inspection will only be considered for plants with a good compliance history, and only for lots that will be inspected on the same day. Prestamping will be permitted only if lots have been staged and checked for general condition and proper certification.

Finally, in the wake of the Soviet nuclear accident at Chernobyl, FSIS began port-of-entry radiation monitoring for meat and poultry imports from affected countries. This monitoring is in addition to foreign country controls. FSIS notified all nations that export meat and poultry products to the United States that they must institute controls to prevent radiation contamination if high ground levels of radiation were detected in their countries.

FSIS has established four objectives for the Area of Emphasis, Import Inspection Initiatives. These objectives are:

1. Implement the systems approach to foreign review over a period of five years. Assure that all activities of the Foreign Programs Division reflect a systems approach and provide a continuing flow of information to verify continued country eligibility.
2. Implement the country certification and residue requirements of the 1985 Farm Bill. The 1985 Farm Bill will be the basis for articulating policy on controlling residue risks in situations where countries have differing agriculture chemical use and approval patterns. Regulations will provide the basis for more careful review of this aspect of foreign inspection systems and will modify procedures to overcome information deficiencies in this area.
3. Reinspect Canadian-origin imported product only at border locations.
4. Require that foreign meat and poultry products entering the United States be inspected by the Import Inspection Division at the port of unloading.

## Prevention of Unsafe Residues

World War II signifies the beginning of an age of widespread production and utilization of man-made or synthetic chemicals many of which were produced for the first time in support of the war effort. In the years following the war, the strides made in synthetic organic chemistry were impressive. The growing concern with which most Americans now view "chemicals" sometimes fails to take into consideration the fact that chemical technology has progressed in a manner similar to other science-based industries such as electronics and aviation and has produced the same types of improvements in the quality of life. But, there have also been substantial costs.

In recent years, some types of chemicals that could under certain circumstances, present health hazards have been finding their way into the food chain. These chemicals fall into two categories: (1) those present as naturally occurring components or contaminants; and (2) those added by man during the production, manufacture, or preparation of food products. Both categories of chemicals are important for monitoring purposes, however the second category represents the bulk of the problem in terms of pervasiveness and regulatory challenge. It is also this category—chemicals added during production—that most consumers think about when they express their concern about food safety.

Chemicals related to the production of food animals are comprised of agricultural chemicals, environmental chemicals, and pharmaceutical chemicals. Agricultural chemicals range from pesticides for the treatment of feed crops to feed additives which promote growth and improve feed utilization. In the case of pesticides, it is not uncommon for the chemical compound to enter the food chain accidentally, while feed additives are introduced deliberately. Environmental chemicals include such naturally occurring substances as mycotoxins and aflatoxins as well as the man-made polychlorinated biphenyls or PCBs. Pharmaceutical chemicals are often administered by producers or veterinarians to treat or prevent sickness in animals and to promote growth and feed efficiency. Problems occur with these chemicals when proper dosages are exceeded or insufficient withdrawal time is allowed prior to slaughter.

Other chemicals are introduced into food products during processing, either directly or as by-products of techniques such as heating, cooking, smoking, and storage or just from general handling. For example, chlorine from water may be added to the final product as well as fragments from equipment or migrating chemicals from package materials.

Controlling chemical residues has become one of the most publicly visible and controversial issues facing the Agency. In recent years, FSIS has committed substantial resources

to efforts associated with controlling residues. Some of the more important problems that the Agency has dealt with are:

- PCB contamination resulting from leaks in electrical equipment.
- High levels of sulfa and antibiotic residues in bob veal calves.
- High levels of sulfonamide residues in swine.
- Testing for the presence of chloramphenicol in Canadian livestock.
- Above average incidence of premature Thelarche in Puerto Rico.
- Heptachlor contamination in Arkansas and neighboring States.

In response to these and other issues, the Agency's residue control program has undertaken a number of initiatives during this period. Perhaps the three most important ones have been:

- The development of government/industry cooperative programs.
- The Residue Avoidance Program (RAP).
- The utilization of risk management techniques such as allocating Agency resources on the basis of the inherent risk presented to the consumer.

The first of these—government/industry cooperative programs—came in the late 1970s. Following the revelation that chlorinated hydrocarbon residues were showing up in poultry in 1979 and 1980, certain members of the poultry industry took the lead in developing cooperative agreements with USDA to improve the control of residues. Under these agreements, the companies control all facets of production to prevent drug and chemical residues. FSIS monitors and verifies that the production controls are being followed effectively. For example, the firms perform more than 10 times the number of tests normally done by FSIS before flocks or herds are presented for slaughter.

More than 7 billion pounds of meat and poultry are now being produced each year by nine firms that have cooperative agreements with FSIS. About 45 percent of turkeys, 30 percent of broilers, and 3 percent of fed cattle slaughtered under Federal inspection are now raised under these agreements. Through the industry's own self policing efforts, potential problems are identified before animals reach the market, that is, in time to protect consumers from possible hazards and the industry from huge losses.

Another initiative—the Residue Avoidance Program—also began in the late 1970s. The primary objective of the Residue Avoidance Program (RAP) is to provide food animal producers with information that will enable them to prevent drug and chemical residues in their livestock.





Training sessions are conducted on the use of tests such as sulfa on site (SOS), which detects sulfamethazine residues in pork.

Under this initiative, the Secretary of Agriculture in 1978 mandated a coordinated effort among FSIS, APHIS, ARS, ES & CSRS to work with producers and carry out the necessary research to reduce violative sulfonamide residues in pork. Subsequently, swine sulfa residue violations decreased from above 10% in 1977 to below 5% in 1981. The value of this type of cooperative effort was further demonstrated in 1979 when the Extension Service and FSIS successfully implemented the Swab Test on Premises (STOP) program to solve the problem of antibiotic residues in cull cows.

In 1982, this effort of combining science with educational activities to reduce residue violations was expanded to all species of food animals. The Food and Drug Administration's Center for Veterinary Medicine and commodity, producer, packer, veterinary, and other related organizations have joined this effort.

A major formal risk management effort in controlling

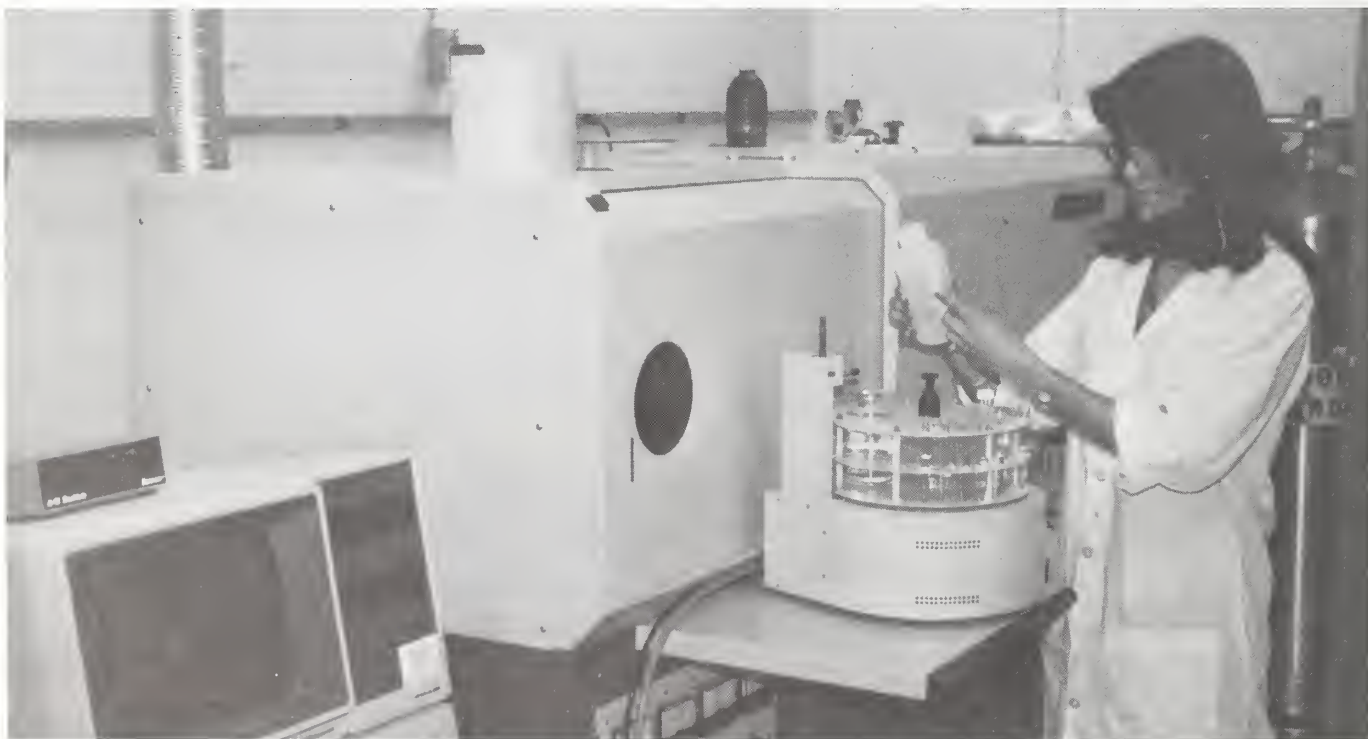
residues is represented by FSIS's publication in 1984 of the reference book entitled "Compound Evaluation and Analytical Capability" that for the first time listed priorities and ranked drugs and chemicals that may be found in meat and poultry products and identified those for which FSIS had testing capability. The second issue of this reference was published in 1985.

At the present time, FSIS is working to upgrade the compound evaluation system. As the compound system becomes further refined, it will include more risk assessment, responding to recommendations made by the National Academy of Sciences in 1985 that risk assessment should play a greater role in the residue program. In September 1985, the Agency began to develop a new system for ranking chemicals in meat and poultry for the purpose of setting the Agency's future priorities in its continuing efforts to reduce residue violations.

The residue program of today is turning its focus toward prevention of residues at the source. FSIS is continuing to work with the Extension Service and industry groups to encourage producers and packers to make residue prevention a part of all stages of animal production. As part of this, the Agency is expanding its system of voluntary residue control agreements with industry to cover activities of production units, so that verification of each company's residue control procedures can be made. Also, the responsibility in FSIS for carrying out and supervising the execution of sampling plans for residue has been shifted from the Science program to the field. This change will free the Science residue staff to focus on planning, data analysis, and publication of data.

FSIS has established a number of objectives for the Area of Emphasis, Prevention of Unsafe Residues that will further enhance the effectiveness of the program. These objectives are:

1. Strengthen the enforcement of the residue program by initiating the following actions: (a) implement new inspection procedures to identify animals containing violative residues, (b) implement cooperative investigatory operations and enforcement actions with FDA, EPA and PSA, and (c) participate with EPA and FDA in initiatives to ensure that the enforcement and standard-setting activities are coordinated and complementary in meeting public health protection needs.
2. Expand and improve the management of the National Residue Program (NRP) by: (a) developing operational guidelines for implementing all facets of the NRP, methods for review, and controls to assure those procedures are followed, (b) applying risk management principles in setting priorities for residue testing and the development of new test methods, (c) enhancing the residue data management and analysis capability; and (d) establishing an Advisory Committee for the NRP, seeking broader input from outside the Agency, and disseminating information on the NRP more widely.
3. Enhance the Agency's technical capability for residue detection and enforcement by: (a) developing rapid screening tests, quantitative and confirmatory methods of analysis for selected animal drugs, pesticides and environmental contaminants, (b) upgrading the slaughter information used in allocating monitoring samples and expanding the capacity to consider seasonal variations in slaughter in the sampling plan to allow each animal an equal chance of selection and (c) developing ways of increasing laboratory capabilities for residue control.
4. Encourage and support industry involvement in preventing residue hazards throughout the animal production process and provide incentives for those activities.



In Agency laboratories, meat samples are analyzed using emission spectrophotometry to detect trace elements of lead, cadmium, zinc, iron, nickel, cobalt, manganese and copper.



## Reduction of Microbiological Hazards

Food bacteria cause up to four million cases of food poisoning every year despite advanced food processing techniques. Meat and poultry-borne microbiological agents are responsible for many of these cases. Although, out of an overall population of 230 million people, the reported incidence of food poisoning still remains remarkably small, still, the problem is apparently growing in frequency and severity.

The illnesses that are caused by infectious microorganisms fall into three major categories: enteric diseases from agents that reside in the digestive tract of food animals, extraintestinal illnesses from food-borne infectious agents, and occupational diseases transmitted to workers by handling food-animals and animal products. For more than 15 years, FSIS has strived to control the incidence of these diseases. In recent years, the Agency's efforts have been intensified.

*Salmonella*, *Campylobacter*, and *Clostridium perfringens* are enteric bacterial infectious agents that reside in the gastrointestinal tracts and on the external surfaces of food animals and are a health hazard to the public. The microorganisms enter the slaughtering plants in or on live animals. These pathogens are then spread to carcasses and cuts of meat or poultry from infected tissues or contaminated surfaces of animals or facilities during slaughtering and processing. Contaminated products entering food establishments and homes may result in sickness, if not properly handled. For example, while cooking destroys *Salmonella*, other foods may become contaminated by the handling of raw contaminated products in the kitchen.

Meat and poultry were implicated in 1,420 of the 2,661 food-borne disease outbreaks reported between 1968 and 1977. *Salmonella* contamination accounted for approximately 26 percent of all food-borne outbreaks in 1981. Salmonellosis symptoms are similar to the flu and as a result, most cases go unreported. FSIS benchmark data reveal that 37 percent of broilers, 5 percent of ground beef and 12 percent of pork sausage sampled contained *Salmonella* bacteria. An area of increasing concern is the development of antibiotic-resistant strains of bacteria resulting from feed additives and the transfer of these resistant bacteria to humans. Food poisoning cases have been linked to drug-resistant *Salmonella* in the products from cattle fed antibiotics.

Since pathogenic organisms such as *Salmonella* cannot be detected by the usual organoleptic antemortem and postmortem inspection methods using sight, smell and touch, the prevention of carcass contamination is critical. During the slaughter process careful cleaning and removal of external surfaces and especially the digestive tract are important measures for preventing contamination of edible

tissues. Some portion of the levels of pathogens in meat and poultry relate to plant production techniques and production practices. Levels appear to be lowest where quality control procedures are best.

The *Salmonella* bacterial pathogens create international as well as domestic consumer concerns. Some countries will not import U.S. shipments of raw meat and poultry because of contamination. In an effort to address the problem, FSIS initiated several activities. For example, beginning in 1984, the Agency's number one priority project on its cooperative research program with the Agricultural Research Service (ARS) has been controlling *Salmonella* in domestic animals. Funding for this area has been either at or over a million dollars each year since this activity was initiated, which represents over 14 percent of the total funding that ARS devotes to FSIS-related projects.

Also in 1984, representatives of USDA (from ARS, FSIS, and APHIS), FDA, and the Centers for Disease Control participated in the International Symposium on *Salmonella*, which was organized by the American Association of Avian Pathologists. Over 200 scientists from the United States and eighteen other countries met to review the worldwide problem of *Salmonella* contamination of food products. The scientists concluded their deliberations by issuing a statement that acknowledged that "all foods of animal origin are potentially contaminated by *Salmonella* and that such contamination levels cannot be expected to change greatly in the near future."

The consensus of the participants was that in recent years more technology had become available to reduce the incidence of *Salmonella* in food-producing animals, but that incentives to fully implement the technology were lacking. The scientists agreed that controls needed to be applied at all points in the production and marketing chain.

In 1985, FSIS contracted with the National Academy of Sciences (NAS) to study risks associated with meat and poultry slaughter and processing. The NAS committee recommended that an intensified program for microbiological control should include improvements in the following six areas: increased laboratory diagnosis, expanded public education, quality assurance for sanitation, improved slaughter and dressing procedures, evaluation and development of rapid diagnostic tests, and use of surveillance data.

FSIS has responded to the problem in several ways. One way is through the evaluation and use of slaughter, dressing, and processing procedures which have the potential to reduce microbiological contamination. For example, the Agency has tested methods of control such

as the use of sanitizers like chlorine and ascorbic acid which can be used at the time of slaughter and in the scald tanks. The use of a new carcass washing machine also appears to be effective in reducing *Salmonella* contamination. Several plants have also experimented with organic sprays to reduce *Salmonella*. USDA is considering petitioning FDA to approve the use of medium-dose irradiation to control *Salmonella* in poultry. Other important methods of control are to identify areas in production and processing where hazards exist and decide where in the system controls need to be established. Existing rapid diagnostic procedures for detecting *Salmonella* and other pathogens in meat and poultry are being evaluated and further developed. Incentive programs are being designed which would allow companies that are able to decrease bacteria in their products to publicize their accomplishment on product labels and in advertisements.

Most recently, the Agency began a new microbiological monitoring program to update "benchmarks" for the national incidence of *Salmonella* in raw beef. During the first quarter of this program, only 2 of 123 samples of briskets and ground beef tested positive for *Salmonella*. The Agency is also planning to include raw pork in this program. Data from 1979 indicate an incidence rate for *Salmonella* contamination of about 12 percent in pork sausage—which is mostly raw pork. These programs will allow a more informed analysis of the linkage between various processing methods and bacterial levels.

To further protect consumers, the Agency has developed a comprehensive consumer education program to inform consumers of the importance of safe handling of raw meat and poultry. Three free publications "The Safe Food Book," "Talking About Turkey" and "Safe Food to Go" have been widely distributed. In addition, radio and television public service announcements have been produced and FSIS has established a toll-free Meat and Poultry Hotline.

In 1987, the Agency expanded its education efforts on behalf of the general public to include workers in institutional kitchens. A package of audiovisual and printed materials was prepared for distribution to hospitals and nursing homes. FSIS plans to continue its present public information and education program with more targeting of messages for specific audiences such as the Spanish-speaking population. The Agency also plans to work with various industry segments to encourage expanded food handling information on its product packaging. The Agency also plans to develop a set of complementary activities including inplant sanitation procedures and a definitive disease diagnosis program.

FSIS has established three major objectives for the Area of Emphasis, Reduction of Microbiological Hazards. These objectives are:

1. Increase Agency monitoring and surveillance programs to assess the extent of the current microbiological hazard problem and establish a baseline against which improvements can be measured.
2. Evaluate and use slaughter, dressing, and processing procedures which have the potential to contribute to the reduction or elimination of microbiological contamination and develop a set of complementary activities including inplant sanitation procedures and a definitive disease diagnosis program.
3. Enhance the present FSIS public information and education program by targeting more messages for specific audiences—health care personnel, educators, institutional food preparers, and others—to improve the overall effectiveness of the education program. Work with various industry segments to encourage expanded food handling information on product packaging.



A laboratory technician prepares the media for the microbiological examination of meat and poultry samples.



## Slaughter Inspection Modernization

The consumer protection record of FSIS spans most of the 20th century and has played an important role in ensuring the health and welfare of several generations of Americans. Nevertheless, a number of years ago, the Agency recognized that the environment in which inspection was being conducted had changed, in some cases dramatically. Improvements in the health of the animal population, advances in science and technology, and a greater variety of products available to the public required a reassessment of principles and inspection practices that dated back to the last century.

Changes in the inspection environment coupled with a commitment on the part of management to increase the productivity of inspection led to the implementation of a major modernization program. Because resources were not available to greatly expand the inspection force, the Agency has for over a decade made a concerted effort to improve the productivity of its inspectors. The first phase of modernization focused primarily on changes in procedures or facilities that could increase productivity for both industry and government. Roles and responsibilities generally remained the same. However, today the focus of modernization is on examining and restructuring, where appropriate, these roles and responsibilities.

In the 1970's, one of the most important catalysts for change was the report by Booz Allen Hamilton, Inc., which argued that factors such as reduced incidence of disease in food animals and homogeneity of flocks and herds would allow major improvements in inspection productivity. FSIS responded to these and other suggestions for improvements of the inspection program in a report entitled "Food Safety and Quality Service: A Strengthened Meat and Poultry Inspection Program," which outlined the actions the Agency intended to take to improve inspection. Many of these actions have long since been implemented.

In 1979, the adoption of Modified Traditional Inspection (MTI) for chickens reduced inspection costs by using a team of inspectors working in sequence, doing different parts of the inspection job. Traditional inspection had followed a one person-one bird concept. Another novel aspect of MTI was the use for the first time of mirrors to help the inspector see the back of the chicken, thereby eliminating the need to physically turn the bird—an action that sometimes consumed up to 50 percent of an inspector's time.

By 1980, FSIS was incorporating quality control concepts into slaughter inspection to substitute plant labor for the labor of the government inspector. Under these quality control procedures, the government monitors the adequacy of the plant's quality control system instead of directly overseeing or participating in the actual production process.

By 1981, FSIS had eliminated some swine slaughter inspection procedures and replaced or combined others. New procedures for cattle that accomplish similar objectives are currently under study. Faster line speeds for both swine and cattle may be expected in the near future as a result of these changes.

In 1984, FSIS implemented New Line Speed (NELS) inspection procedures for broilers and cornish game hens. Under NELS, plants assume responsibility for identifying and trimming the manufacturing defects from carcasses. To assure that the manufacturing defects are properly removed, the FSIS inspector monitors an on-line quality control program that the plant operates. Under NELS, production linespeeds can increase to 91 birds per minute, a 75 percent gain over linespeeds of several years ago. A similar system was implemented for turkeys in 1985.

Last year, FSIS took poultry inspection one step further, implementing the Streamlined Inspection System (SIS) for broilers and cornish hens. Because this system had been under study for several years, the Agency was able to implement it rapidly when funding reductions mandated by the Gramm-Rudman-Hollings law placed extreme demands on the Agency's resources. All plants slaughtering young chickens, previously under Modified Traditional Inspection, are now under SIS. The SIS inspection system places responsibilities for manufacturing defects on the plant so that the inspector can concentrate on disease and public health-related abnormalities. The inspection program monitors the effectiveness of the plant's controls by reviewing data from a statistically selected sample of carcasses. Since 80 percent of all poultry slaughtered are young chickens, SIS will have a significant long-term impact on productivity.

This year a "third-generation" poultry inspection system underwent extensive field testing. Under this system, which is designed to improve the efficiency of the whole carcass sorting process, plant employees sort normal from condemnable carcasses, and FSIS keeps track of the results with the aid of a computer monitor which compares the performance of the plant's employees with that of a USDA inspector carrying out the same task. This sorting system is combined with the type of quality control systems for poultry that were developed and implemented in NELS and SIS.

In 1985, FSIS asked the National Academy of Sciences to undertake a public health risk assessment of poultry inspection. This NAS study, published in 1987, indicated that a risk assessment approach is needed to evaluate the health hazards associated with poultry. A risk model was developed that can be used to identify sources of health hazards in the five different phases of the poultry system—production, slaughter, packing and processing,



FSIS is using computers to improve inspection efficiency and inspection data management.

distribution and preparation, and consumption. The NAS also recommended:

- More research and epidemiological studies to determine health risks associated with many microorganisms on poultry.
- Identification and monitoring of the critical control points at which known pathogenic organisms such as *Salmonella* and *Campylobacter* are introduced into the poultry systems.
- Educational programs for producers, food preparers, and persons in all other sectors of the poultry system, including retail labeling on proper handling to prevent illness associated with microbial contamination.

Most recently, a number of changes have improved swine inspection efficiency, including the use of mirrors to examine the back and sides of the carcass. These revised procedures have now been extended to all swine slaughtering plants in the inspection system.

The future direction of red meat and swine slaughter inspection is the same as that for poultry—the development of streamlined inspection systems which incorporate quality control principles. The Agency is

currently involved in development and testing of these systems for cattle and swine.

To respond to consumer concerns, the Agency has significantly improved scientific support for the inspection program. FSIS continues to look for ways to improve the utilization of scientific advances to supplement inspector observations. One important scientific innovation has been the inplant quick tests that have given us an inexpensive and less disruptive method to check for contaminants and adulteration.

For the last three years, FSIS has been utilizing a new series of tests for raw meat and poultry that can identify which species is in a final processed product. The series of tests, known generically as the Species Identification Field Test (SIFT), are based on the technical application of the scientific discoveries associated with the enzyme linked immunosorbent assay test (ELISA). This technology makes it possible to identify specific animal antigens, or antibodies, even after processing has changed the apparent identity of a meat or poultry product.

Recently, the Agency developed a rapid test, based on the ELISA technology, that can identify the species of animal



that is contained in a cooked product. Developing rapid tests for cooked product has been more difficult because when heat is applied to animal proteins it blurs the species distinction. Since August of 1987 when the Agency began using the new tests, 29 cases of species violations have been identified, of which 26 resulted in product recalls. While most of the violations have been the result of errors rather than intentional misconduct, it is clear from the performance of the tests that a powerful new inspection tool has become available. FSIS will now be able to institute a nationwide monitoring program that will permit the Agency to focus on corrective actions to prevent unintentional violations and free resources to pursue appropriate legal sanctions against intentional violators.

FSIS also has a new procedure for detecting trichina using ELISA. ELISA for trichina is now being field tested and holds out the eventual promise of trichina-free pork. Also last year, FSIS tested the potential use of ultrasound to detect abscesses in livers and cysts in cattle. Other

quick rapid tests under development are discussed in the Residue, Microbiological, and Technical Capabilities sections of the Annual Program Plan.

FSIS has established three major objectives for the Area of Emphasis, Slaughter Inspection Modernization. These objectives are:

1. Develop concepts for demonstrating the use of hazard analysis in the control of the slaughter process using a small pilot plant. Develop guidelines for using the hazard analysis that can be utilized on a voluntary basis by other plants.
2. Develop risk-based allocation of inspection resources to the inspection tasks. Analyze the slaughter inspection function to determine methods for allocating its inspection resources to inspection tasks based on the risks associated with each production function.
3. Use improved technology to improve inspection efficiency. Analyze each inspection function to determine the most efficient method of conducting the task by using the best technology.



Quality control concepts are being introduced into the slaughter environment through the use of Finished Product Standards.

## Technical Capability

In its 1985 assessment of the nation's meat and poultry inspection program, the National Academy of Sciences (NAS) concluded that the Food Safety and Inspection Service had not been successful in effectively exploiting or applying many of the new technologies that have become available in recent years. While recognizing that part of the problem was due to legislative and budgetary constraints, the NAS attributed much of the problem to a shortage of scientific and technical personnel who could develop and implement new inspection technologies.

Short of a massive increase in the Agency's budget and radical changes in civil service pay scales, there are a limited number of options that FSIS can exercise that will result in a significant upgrade in available technical expertise. However, because the successful application of innovative technologies to the inspection system is so dependent upon specialized technical skills, the Agency has acted promptly and deliberately in exercising its available options.

In consideration of the constraints that are presented in recruiting technical expertise, FSIS established a strategic planning goal that operates as a guiding principle in augmenting its scientific and technical staff. That principle is that the Agency will identify its requirements for specialized skills, such as food technology, pathology, and public health, and then recruit these professionals from other private and public sector organizations. Training funds will be used to support education for Agency personnel in applied meat and poultry inspection technologies rather than to teach the basic disciplines that are used in the program.



High performance liquid chromatography is used to determine the presence of specific residues in meat and poultry products.

However, recruitment from other organizations, public or private, has its limitations. The availability of technical experts is not great in the best of times and more realistic strategies for addressing the Agency's shortfalls had to be devised. And this is what has been done. Building on the observations and recommendations contained in the NAS report and other plans that were already underway, FSIS has launched and is well into a four-part program that is already producing significant results.

The four parts of the FSIS program echo the themes found in the NAS report:

- Establish expert panels or advisory committees that can provide direct access to scientists and technical experts that would otherwise be beyond the reach of FSIS.
- Develop a system of mandatory continuing education.
- Strengthen the interagency cooperation with other scientific and animal health agencies.
- Create a technically qualified, multidisciplinary inspection team in which no one discipline is dominant.

In a step designed to quickly augment its base of available experts FSIS, in cooperation with the Food and Drug Administration, is in the process of establishing a National Advisory Committee on Microbiological Quality Standards for Foods. This group will address an area of primary consumer concern at the same time that it strengthens the Agency's ties with another public health agency. The committee will be comprised of public and private sector experts in food science and microbiology and other relevant disciplines. Its primary duty will be to provide advice and recommendations to FDA and FSIS on the development of microbiological criteria so that the safety and wholesomeness of food can be assessed. This activity will include developing criteria for microorganisms that indicate whether foods have been processed using good manufacturing practices.

The need for mandatory continuing education of the inspection workforce had already been recognized prior to the NAS report. Consequently, activities were already underway to address this issue in early 1985. At that time the Administrator requested an indepth review of FSIS training needs and established a high level task force called the Training Work Group. The Training Work Group began by examining several issues which included:

- The organization of training functions within FSIS.
- The delivery of training to field personnel.
- The development and evaluation of new training programs.
- The need to regularly set objectives and review priorities.



The most important outcome of the Group's activities has been the decision to relocate the Agency's National Training Center from Ft. Worth, Texas to a university with an established veterinary science or food technology/meat science curriculum. Interested universities have submitted bids to respond to the Agency's requirements for transportation, classroom and laboratory facilities, office and storage space, and library quality. The move is scheduled to take place by the fall of 1988 which is reflected in Objective #1 below. This move is specifically designed to provide a rapid and substantial upgrade of technical and scientific knowledge within the Agency. Through agreement with the university, FSIS instructors will have the opportunity to become adjunct instructors and professors. FSIS courses would also receive college accreditation and there would be direct "cross-teaching" support from the university selected. The program would also seek to draw candidates from within the FSIS inspector ranks for special training and advanced scientific degrees and skills. When fully operational, the program is expected to produce a uniquely qualified cadre of experienced and well-trained inspectors and supervisors.

The last piece of the four-part program to enhance FSIS' technical capability is being addressed in part by the Agency's 10-year commitment to hire and train 1000 food technologists. The Agency has begun a concentrated effort to recruit food technologists to the inspection program. One group has already been hired and trained and is currently working in the field force. A second group of more than 35 individuals will be hired, trained, and placed in the work force during the early part of FY 1988. An estimated 100 additional food technologists will be added each year until the objective of 1000 is met. The broadly based food science education that makes food technologists attractive to the inspection program will serve to deepen the technical skill level within the Agency and create the technically qualified multidisciplinary team inspection approach that is called for in the NAS report.

One other way in which the Agency is increasing its technical capability is through contracting for specialized technical skills. For the last two years, the Agency has had a Basic Ordering Agreement with the Research Triangle Institute to provide economic analysis, assistance in survey design, and subject matter experts for the residue program. In addition, the Agency has an Indefinite Quantities Contract with American Management Systems that is providing extensive technical assistance to the Agency in the area of information resources management (IRM). In FY 1987 alone, FSIS spent \$675,000 on such services as IRM studies and analysis, software development, system design and programming and the preparation of training packages and users guides.

FSIS has established two objectives for the Area of Emphasis, Technical Capability. These objectives are:

1. Improve training for scientific and technical staff. Relocate the FSIS Training Center to a university so that these resources can be used to strengthen the FSIS training program.
2. Improve access to outside experts. For specialists that the Agency uses infrequently, FSIS will expand its use of contractual modes such as Indefinite Quantity Contracts.



Thermal Energy Analyzers are used to determine the nitrosamine content in samples of cured pork product.





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## **FSIS ORGANIZATION AND RESOURCES**



During 1987, the first Management Academy was held to identify high potential employees for future MPIO managerial positions, and provide executive level training in resource management and public administration.



## FSIS Organization and Resources

This section provides Agency-level information about the organizational structure and resources planned for FY 1988. This year several changes have been made in the Annual Program Plan. First, the organizational chart incorporates the name and title of appropriate personnel in each block for convenient reference. Second, resource information about *new* FY 1988 activities which support the Agency's objectives for the Areas of Emphasis is included.

The charts and tables in this section summarize the following information:

- The total Agency resources planned for FY 1988.
- The Agency resources required to carry out recurring program activities.
- The Agency resources required to initiate activities in the Areas of Emphasis.
- The resources required by each program area to initiate activities for each Area of Emphasis.

More detailed information on specific activities and resource requirements is contained in the Program Areas Section of the Plan.

**TABLE 1.—TOTAL FSIS RESOURCES PLANNED FOR FY 1988**

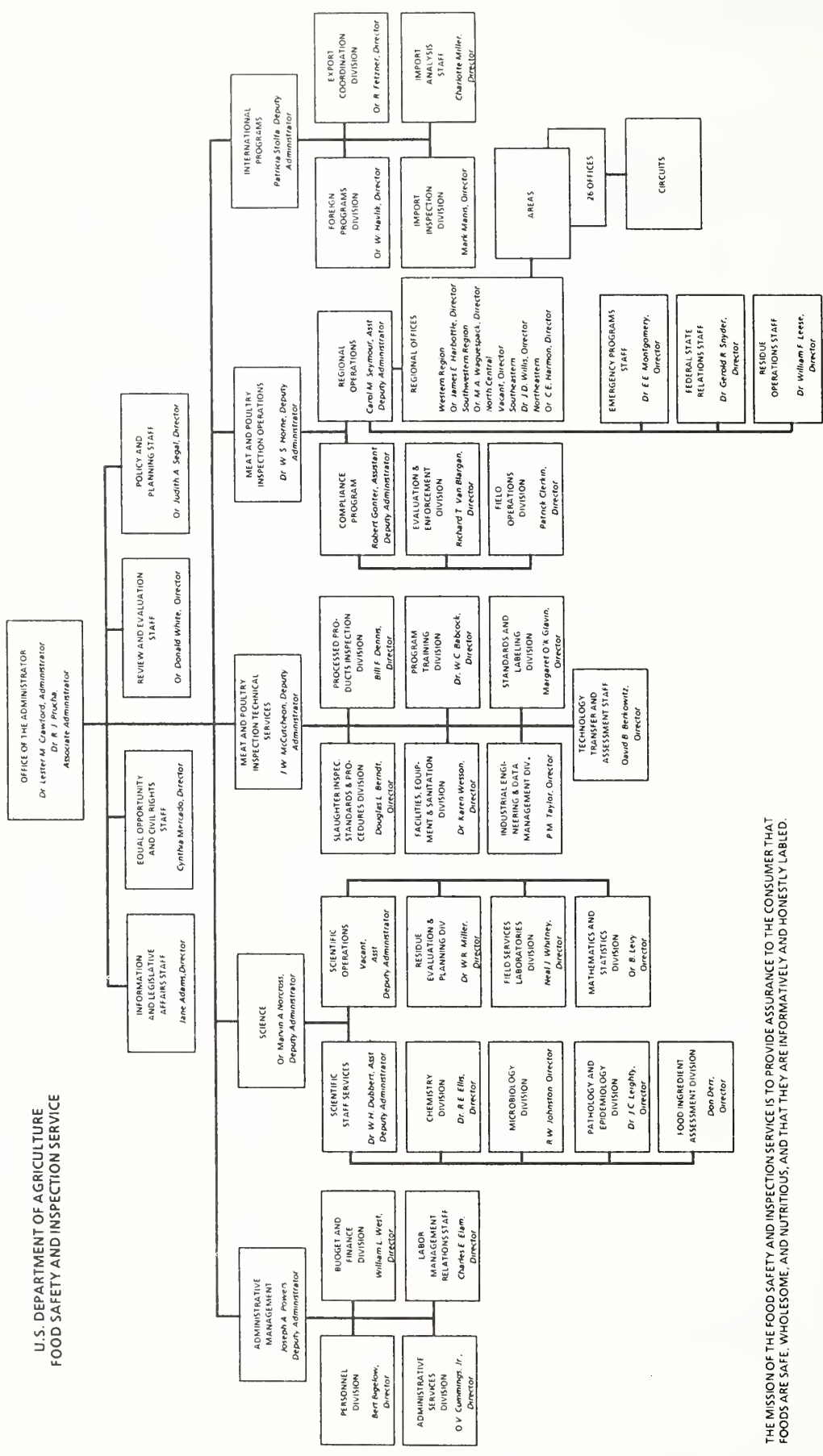
Program Area	Recurring Activities		Initiatives for Areas of Emphasis		Total	
	FTE	Dollars (000)	FTE	Dollars (000)	FTE	Dollars (000)
Administrative Management <sup>1</sup>	245.5	29,330.0	.5	27.0	246.0	29,357.0
Equal Opportunity and Civil Rights Staff	9.0	400.0			9.0	400.0
Information and Legislative Affairs	43.5	2,190.0	4.5	410.0	48.0	2,600.0
International Programs	171.0	7,660.0	24.0	1,040.0	195.0	8,700.0
Meat and Poultry Inspection Operations	8,127.8	337,889.6	129.2	8,710.4	8,257.0	346,600.0
Meat and Poultry Inspection Technical Services	183.8	9,045.0	28.2	1,455.0	212.0	10,500.0
Policy and Planning Staff	48.75	2,213.0	8.75	412.5	57.5	2,625.5
Review and Evaluation Staff	45.0	2,224.0	17.0	899.0	62.0	3,123.0
Science	321.2	17,304.0	41.8	2,596.0	363.0	19,900.0
<b>Total</b>	<b>9,195.55</b>	<b>408,255.6</b>	<b>253.95</b>	<b>15,549.9</b>	<b>9,449.5</b>	<b>423,805.5</b>

<sup>1</sup>Includes Office of the Administrator and Central Support.

**TABLE 2.—INITIATIVES FOR AREAS OF EMPHASIS - FY 1988**

Areas of Emphasis	FTE	Dollars (000)
Animal Disease Control	6.0	434.0
Compliance Initiatives	26.8	1,430.1
Data Systems	25.05	3,221.8
Discretionary Inspection	46.85	2,490.3
Import Inspection Initiatives	25.0	1,090.0
Prevention of Unsafe Residues	29.15	1,775.1
Reduction of Microbiological Hazards	23.30	1,259.5
Slaughter Inspection Modernization	68.70	3,702.1
Technical Capability	3.1	147.0
<b>Total</b>	<b>253.95</b>	<b>15,549.9</b>

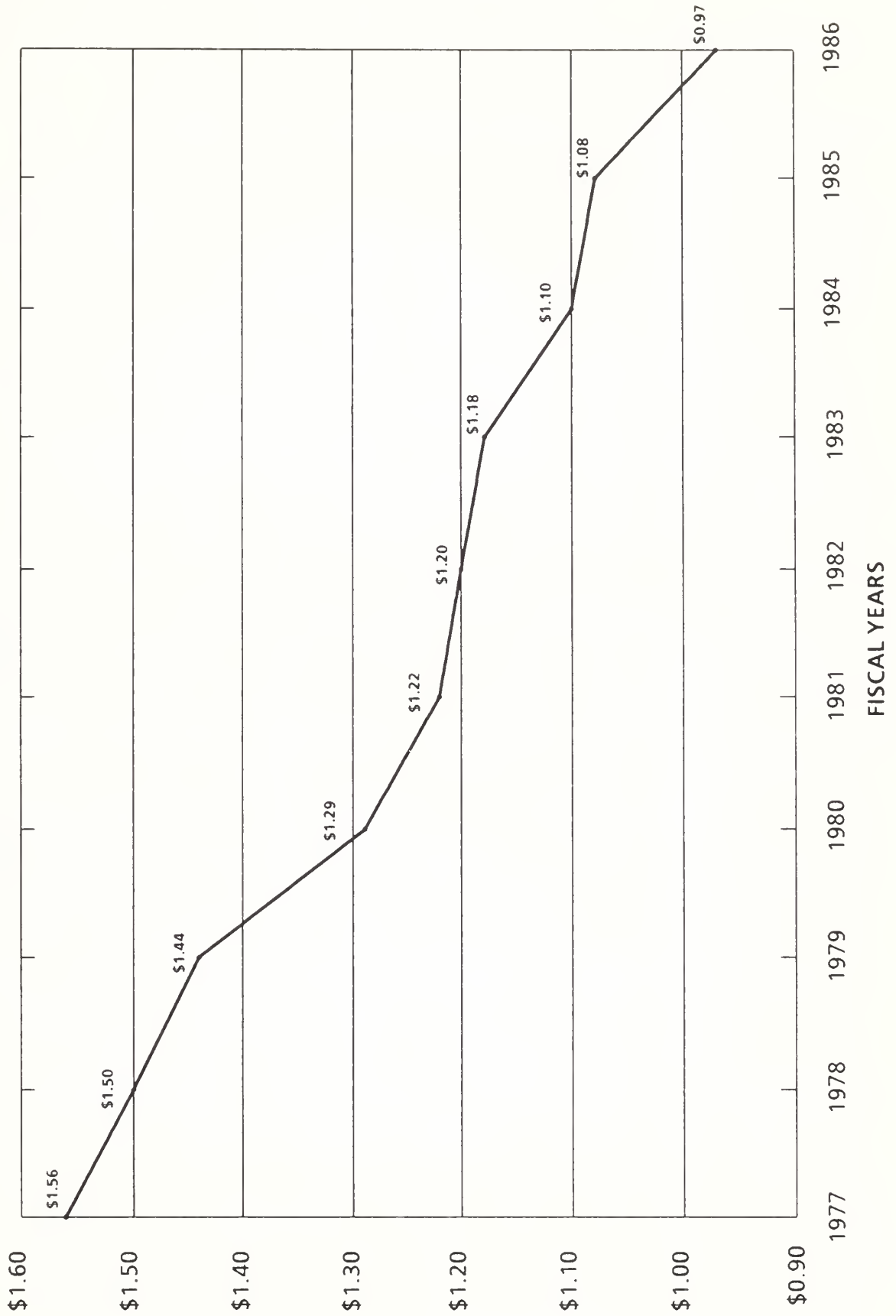
U.S. DEPARTMENT OF AGRICULTURE  
FOOD SAFETY AND INSPECTION SERVICE



THE MISSION OF THE FOOD SAFETY AND INSPECTION SERVICE IS TO PROVIDE ASSURANCE TO THE CONSUMER THAT FOODS ARE SAFE, WHOLESOME, AND NUTRITIOUS, AND THAT THEY ARE INFORMATIVELY AND HONESTLY LABELED.



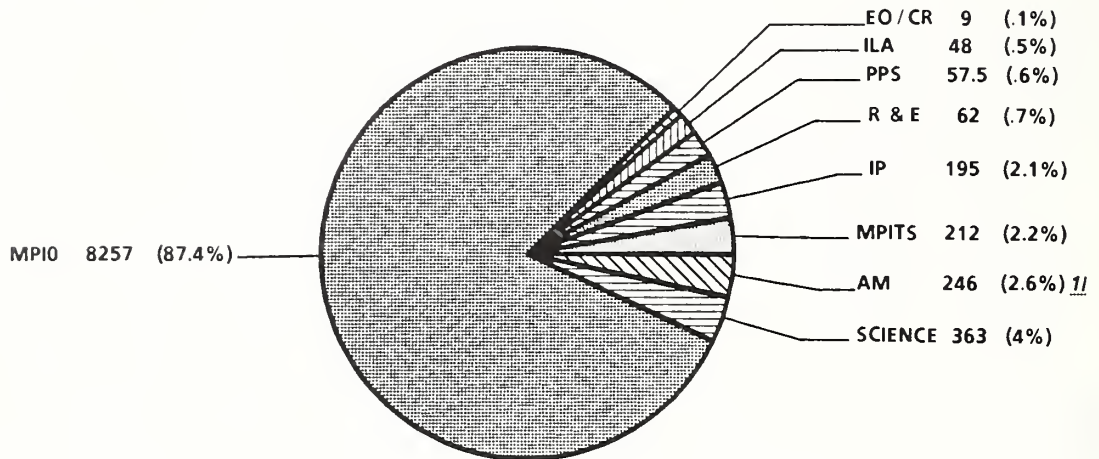
# INSPECTION COST PER THOUSAND POUNDS CONSTANT 1977 DOLLARS Figure 1



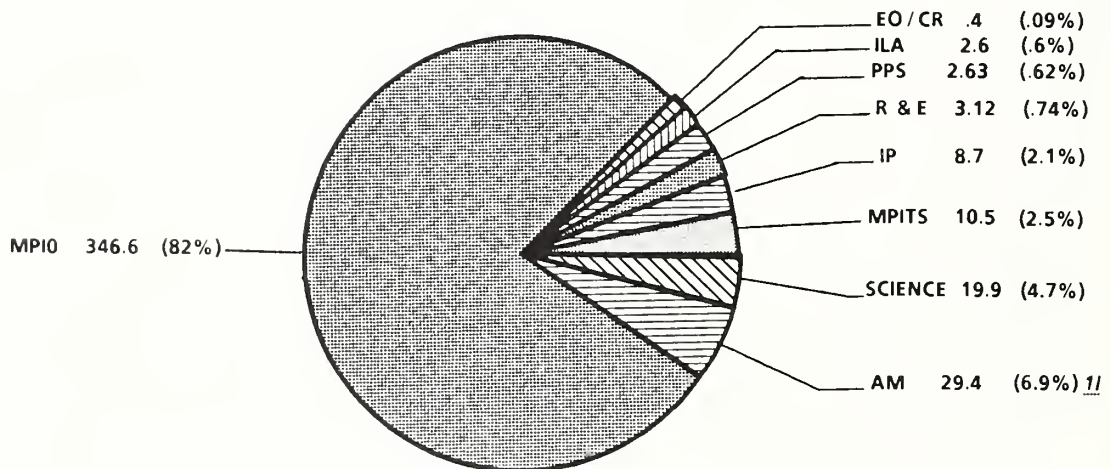
# TOTAL FSIS RESOURCES PLANNED - FY 1988

Figure 2

## FULL-TIME EQUIVALENT (FTE) STAFF YEARS



## DOLLARS (Millions)



<sup>1/</sup> Includes Office of the Administrator and Central Support

# INITIATIVES FOR AREAS OF EMPHASIS - FY 1988

Figure 3

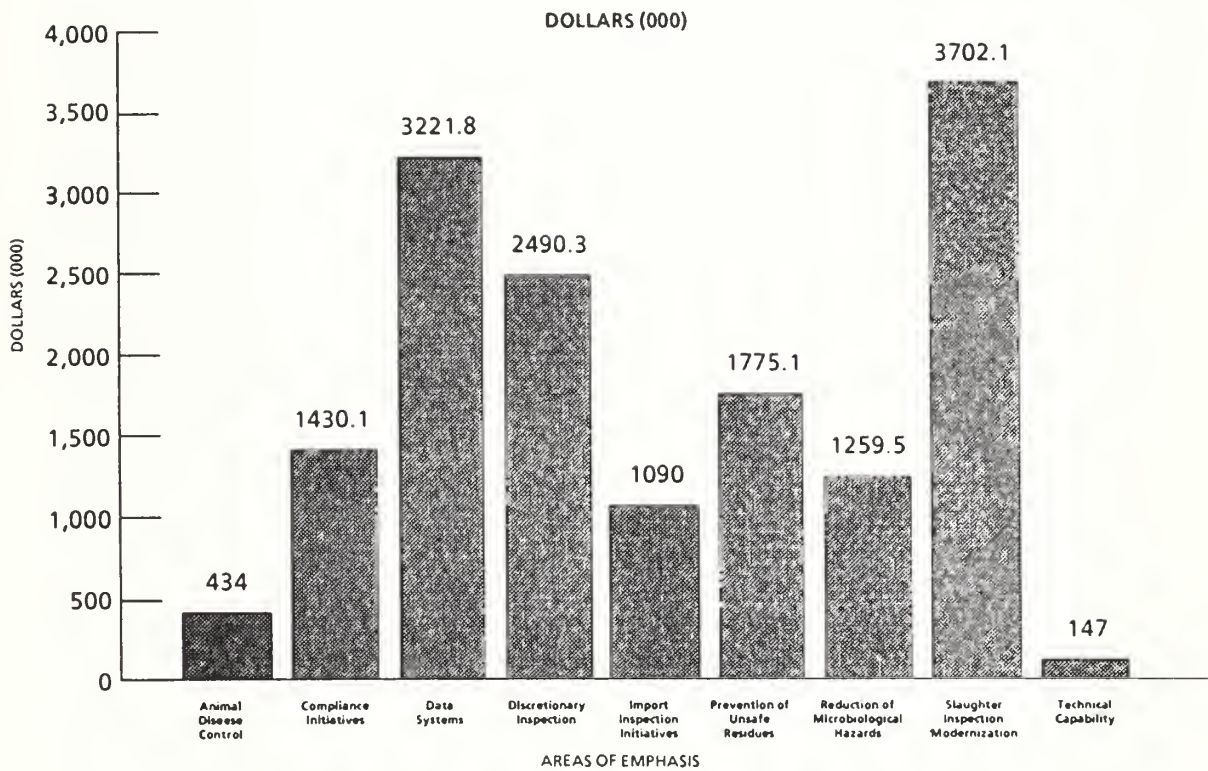
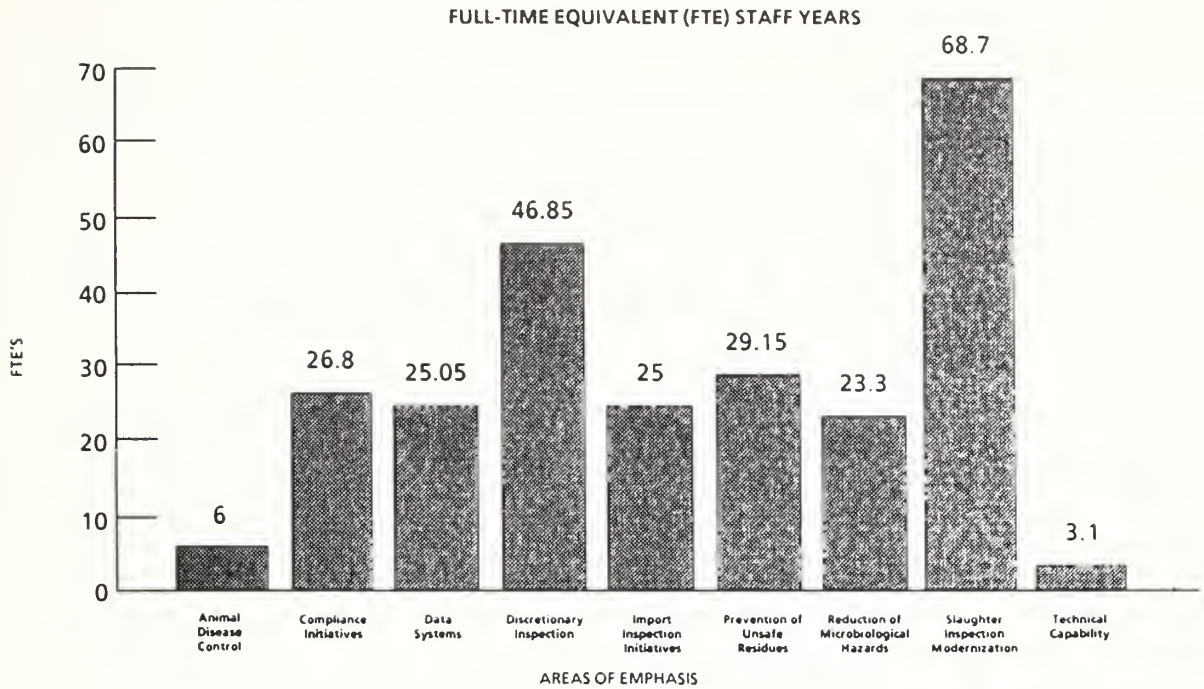


TABLE 3. - INITIATIVES FOR AREAS OF EMPHASIS - FY 1988  
PROGRAM AREA SUMMARY

PROGRAM AREAS	AREAS OF EMPHASIS															
	ANIMAL DISEASE CONTROL		COMPLIANCE INITIATIVES		DATA SYSTEMS		DISCRETIONARY INSPECTION		IMPORT INSPECTION INITIATIVES		PREVENTION OF UNSAFE RESIDUES		REDUCTION OF MICROBIOLOGICAL HAZARDS		SLAUGHTER INSPECTION MODERNIZATION	
	FTE	Dollars (000)	FTE	Dollars (000)	FTE	Dollars (000)	FTE	Dollars (000)	FTE	Dollars (000)	FTE	Dollars (000)	FTE	Dollars (000)	FTE	Dollars (000)
AM															5	27
EO/CR																
ILA						15	.25	20			1	50	3.25	325		410
IP									24	1,040					24	1,040
MPIO			10	599.1	7.9	2,190.3	31.7	1,702.3			13.1	673.6			65.7	3,545.1
MPITS					10.7	588	5.9	325					6.3	285	3	157
PPS					25	7.5	5	240	1	50	.75	32.5	1.75	82.5		
R & E			13	696			4	203								
SCIENCE	6	434	3	135	6.2	421					14.3	1,019	12	567	.3	20
TOTALS	6	434	26.8	1,430.1	25.05	3,221.8	46.85	2,490.3	25	1,090	29.15	1,775.1	23.3	1,259.5	68.7	3,702.1
															253.95	15,549.9



## PROGRAM AREAS



Samples of meat and poultry products are collected and submitted for laboratory testing and analysis to assure that products are safe, wholesome and properly labeled.



## INTERNATIONAL PROGRAMS

*"International Programs' main objective is to assure that public health regulations play their proper role in international trade. With respect to imports, we want to see that our inspection requirements are met in eligible exporting countries. This means that U.S. consumers will be well protected. With respect to exports, we want to be sure that other countries do not use inspection requirements to block entry of our products. This keeps markets open to U.S. producers and packers."*

International Programs (IP) manages the import and export responsibilities of FSIS. In the import area, there is a regulatory responsibility to assure that meat and poultry products entering the United States meet the statutory requirements of the Federal Meat Inspection Act and Poultry Product Inspection Act. Essentially, those requirements are that product be prepared under the control of inspection systems that are equivalent to the system administered by USDA. These goals are achieved by:

- Coordinating the initial system eligibility review and conducting continuing system reviews of active exporting countries to assure compliance is maintained.
- Conducting the program for reinspection of imported product at the U.S. port of entry, where each shipment is checked to assure that certification and identification are correct. Samples are randomly selected for examination or laboratory testing by a complex automated data system, the Automated Import Inspection System (AIIS), which stores administrative and performance information about each certified plant in eligible countries.
- Managing the AIIS. Reinspection intensity is based on performance histories. IP also manages procedure and document development, review, and analysis of the information on the import program.
- Managing the export policies and certification procedures for the Agency. IP acts to assure that public health regulatory requirements of importing countries do not function as trade barriers. The Veterinary Attache' located in Brussels provides broad veterinary expertise on export matters for U.S. diplomatic missions throughout the world. Foreign inspection officials are kept informed of the technical foundations of U.S. procedures, and discussions are held to resolve issues.

### Major Accomplishments for FY 1987

During 1987, the Export Coordination Division managed the development of a list of U.S. establishments in compliance with the EEC's Third Country Directive without major disruption in trade between the parties.



P.F. Stolfa

Another significant export accomplishment was the development and early implementation of a broad U.S. Government strategy for seeking change in the EEC Directive which would forbid the use of anabolic steroids in animals whose meat is imported into the Community.

Finally, the Import Program presided over the successful and timely acceptance of new Agency responsibilities to manage the import residue sampling program.

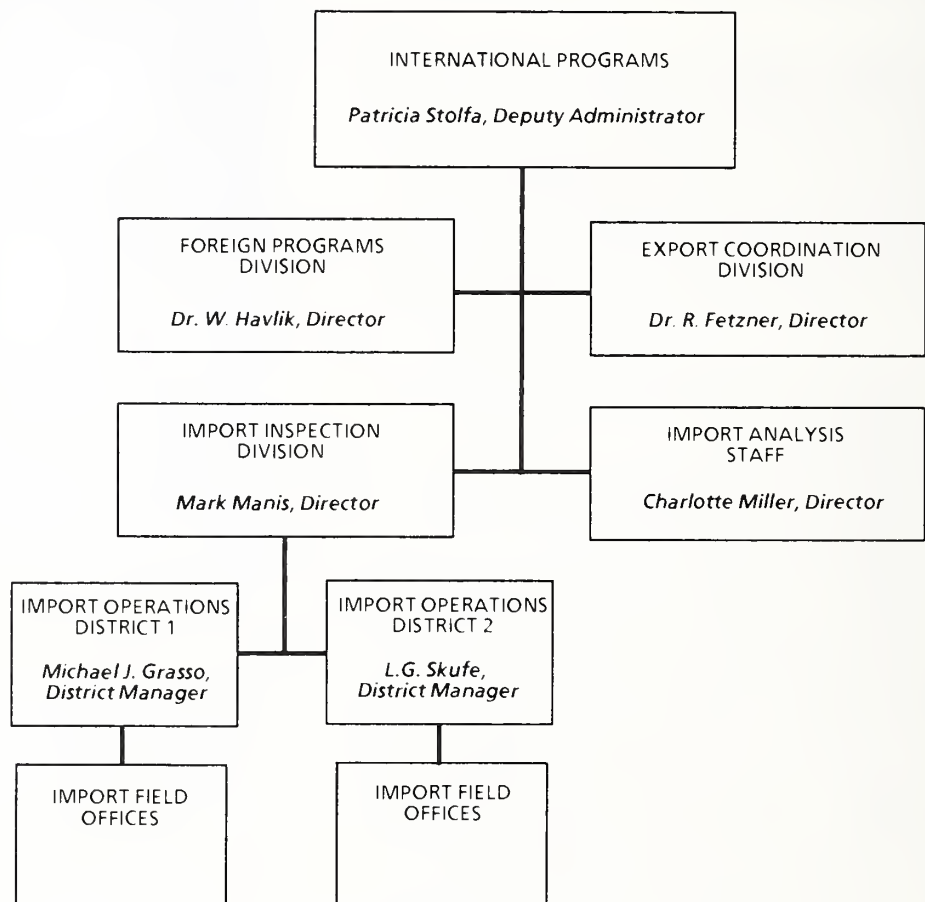
### Initiatives for FY 1988

Beginning in 1988, IP will undertake a series of new import initiatives which are mandated either by new statutory authorities or by recommendations from external reviewers, especially the OIG. There are two major commitments regarding activities in origin countries: (1) full implementation of the systems approach to foreign reviews; (2) implementation of the residue and certification requirements of the 1985 Farm Bill. Significant contributions by Science staff through the mechanism of the Standing Residue Committee will be necessary to accomplish the latter.

There are also two major initiatives concerning improved controls on imported product prior to its presentation to USDA for reinspection. These are: (1) completing the phaseout of destination inspection by requiring that,

effective January 1, 1989, Canadian origin product be inspected only at US-Canada border locations; (2) ending the port-to-port movement of imported product prior to its presentation to USDA for reinspection.

## FOOD SAFETY AND INSPECTION SERVICE INTERNATIONAL PROGRAMS



THE FUNCTIONS OF THE INTERNATIONAL PROGRAM ARE TO PLAN, FORMULATE, AND IMPLEMENT POLICIES, PROGRAMS, AND ACTIVITIES OF FSIS TO ASSURE WHOLESOMENESS OF IMPORTED MEAT AND POULTRY PRODUCTS AND TO MAINTAIN A FAVORABLE TRADE PICTURE FOR U.S. PRODUCTS IN FOREIGN MARKETS.



## International Programs

**Table 1.—Resources Planned for FY 1988**

Program Area Divisions	Recurring Activities		Initiatives for Areas of Emphasis		Total	
	FTE	Dollars (000)	FTE	Dollars (000)	FTE	Dollars (000)
Office of the Deputy Administrator	8	450			8	450
Export Coordination	7	315	7	315		
Foreign Programs	17	1,545	5	355	22	1,900
Import Inspection	129	4,900	17	550	146	5,450
Import Analysis Staff	10	450	2	135	12	585
<b>Total</b>	<b>171</b>	<b>7,660</b>	<b>24</b>	<b>1,040</b>	<b>195</b>	<b>8,700</b>

**Table 2.—Initiative Resources by Area of Emphasis Planned for FY 1988**

Areas of Emphasis	FTE	Dollars (000)
Animal Disease Control		
Compliance Initiatives		
Data Systems		
Discretionary Inspection		
Import Inspection Initiatives	24	1,040
Prevention of Unsafe Residues		
Reduction of Microbiological Hazards		
Slaughter Inspection Modernization		
Technical Capability		
<b>Total</b>	<b>24</b>	<b>1,040</b>

**Table 3.—Export Coordination Division, IP**  
**FY 1988 Proposed Activities and Resources**

Recurring Activities	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
1. Obtain importing countries' acceptance of U.S inspection procedures.	Ongoing	2	90
2. Assure uniformity of FSIS export certification process.	Ongoing	2	90
3. Manage reviews of U.S. inspection system by foreign officials.	Ongoing	2	90
4. Conduct special projects.	Ongoing	1	45
Total		7	315

**Table 4.—Foreign Programs Division, IP**  
**FY 1988 Proposed Activities and Resources**

Recurring Activities	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
1. Assure countries eligible to export meat and poultry products to the United States maintain equal-to inspection systems. a. Notify foreign countries of significant inspection system deficiencies and verify corrections. b. Notify foreign inspection officials of changes in U.S. requirements.	Ongoing	15.0	1,400
2. Manage initial determination of foreign country eligibility.	Ongoing	1.0	65
3. Arrange travel and accompany foreign officials on U.S. visits.	Ongoing	.5	40
4. Conduct special projects.	Ongoing	.5	40
Subtotal		17.0	1,545

Initiatives for Areas of Emphasis	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
Import Inspection			
5. Implement systems approach to foreign review for the residue risk area. (Objective 1, p.15) a. Develop analytic models to be used in review of foreign country residue controls. b. Update existing laboratory review form as necessary. c. Revise baseline questionnaire as experience indicates; designate information country must update annually. d. Train FPO's in conducting reviews based on country's annual residue plan. e. Develop guidance materials for FPO use.	I & II  I  II  IV II & III	.5  .25  .5 .75 .75	45  12  25 70 45
6. Implement the country certification and residue requirement of the 1985 Farm Bill by receiving and evaluating country plans. (Objective 2, p.15 )	Ongoing	2.25	158
Subtotal		5.0	355
Total		22.0	1,900

Table 5.—Import Analysis Staff, IP

## FY 1988 Proposed Activities and Resources

Recurring Activities		Completion Schedule  (Quarter)	Activity Resources	
			FTE	Dollars (000)
1.	Develop and propose policy alternatives.	Ongoing	2	100
2.	Develop and monitor regulations and issuances.	Ongoing	1	50
3.	Review, analyze, and oversee data.	Ongoing	2	100
4.	Conduct special projects.	Ongoing	5	200
Subtotal			10	450

Initiatives for Areas of Emphasis		Completion Schedule  (Quarter)	Activity Resources	
			FTE	Dollars (000)
Import Inspection				
5.	Develop an automated information system to store and retrieve new data on contamination risk. (Objective 1, p.15)	Ongoing	.25	40
6.	Implement the country certification and residue requirements of the 1985 Farm Bill. (Objective 2, p.15 )			
a.	Issue final regulation.	III	.25	15
b.	Provide analytical support for implementation of the 1985 Farm Bill.	Ongoing	1.0	40
c.	Prepare and issue Federal Register notice of foreign countries certified to export to U.S.	Ongoing	.25	20
7.	Issue final regulation to require that foreign meat and poultry products entering the U.S. be inspected by the IID at the port of unlading. (Objective 4, p.15 )	III	.25	20
Subtotal			2.0	135
Total			12.0	585



**Table 6.—Import Inspection Division, IP**  
**FY 1988 Proposed Activities And Resources**

Recurring Activities		Completion Schedule  (Quarter)	Activity Resources	
			FTE	Dollars (000)
1.	Assure consistent reinspection of imported meat and poultry products at all import establishments.	Ongoing	107	3,540
2.	Coordinate import inspection policies and procedures.	Ongoing	14	1,085
3.	Develop improved policies, procedures, and guidelines for import inspection activities.	Ongoing	6	185
4.	Conduct special projects.	Ongoing	2	90
Subtotal			129	4,900

Initiatives for Areas of Emphasis		Completion Schedule  (Quarter)	Activity Resources	
			FTE	Dollars (000)
Import Inspection				
5.	Reinspect Canadian-origin imported product at border locations. (Objective 3, p.15 )			
a.	Staff new border sites.	I-IV	16.0	459
b.	Streamline inspection procedures for Canadian border sites.	I	.25	21
c.	Establish portable AIIS terminal facilities along border.	I-IV		40
6.	Require that foreign meat and poultry products entering the U.S. be inspected by the IID at the port of unloading. (Objective 4, p.15 )			
a.	Redesign MP 410.	IV	.25	10
b.	Coordinate implementation of import reinspection at port of unloading.	III-IV	.5	20
Subtotal			17.0	550
Total			146.0	5,450

## MEAT AND POULTRY INSPECTION OPERATIONS

*"Meat and Poultry Inspection Operations is an exciting and demanding area, for it entails 'hands-on' involvement in all present and future operational aspects of the Agency's mission. For example, MPIO is primarily responsible for providing inplant inspection services for all domestic meat and poultry establishments, yet we are also deeply involved in efforts to make these inspection procedures more effective, efficient, and technologically sound. Thus, we have the opportunity to work with day-to-day operations as well as help shape the inspection program of the future."*

Meat and Poultry Inspection Operations (MPIO) is responsible for carrying out the requirements of the Federal Meat Inspection Act (FMIA) and the Poultry Products Inspection Act (PPIA) by providing inspection services to protect the public from adulterated meat and poultry products. This effort includes developing policies and implementing new procedures to accomplish the Agency's mission in the most cost-effective manner possible. Our activities include:

- Optimizing the utilization of assigned people, dollars, and information resources.
- Implementing review and enforcement activities in a manner that is consistent with established legal and regulatory standards.
- Assuring that States apply inspection standards that are at least equal to the FMIA and PPIA.
- Coordinating FSIS' response to emergency situations affecting the acceptability of meat and poultry products for human consumption.
- Establishing and directing programs concerning residue monitoring and surveillance systems.
- Coordinating the implementation of the Equal Opportunity and Civil Rights Programs.

### Major Accomplishments for FY 1987

During FY 1987, MPIO established a Residue Operations Staff (ROS) in order to provide operational control and direction for the Agency's ongoing residue monitoring program. MPIO also implemented the use of two different onsite rapid tests (STOP—Swab Test On Premises and CAST—Calf Antibiotic Sulfa Test) in order to detect certain antibiotic residues in meat and poultry.

Efforts to improve the utilization of staff resources involved implementation of an Inspection System and Work Plan (ISWP) for non-Total Quality Control processing establishments. ISWP will provide the MPIO inplant inspection staff with a more systematic procedure for reviewing and evaluating a plant's compliance with standards, procedures, and regulations. Full implementation of the system will facilitate a more complete and timely review of plant activities.



W.S. Horne

Other key accomplishments during FY 1987 include the implementation of a new monitoring system to detect species violations in certain processed products and the continuation of MPIO's ongoing effort to increase the number of food technologists in the Agency by either recruitment or training.

### Initiatives for FY 1988

The ROS will oversee increased levels of product sampling, residue monitoring, and product surveillance as part of its mission to control and minimize the potential adverse effects of residues in meat and poultry food products.

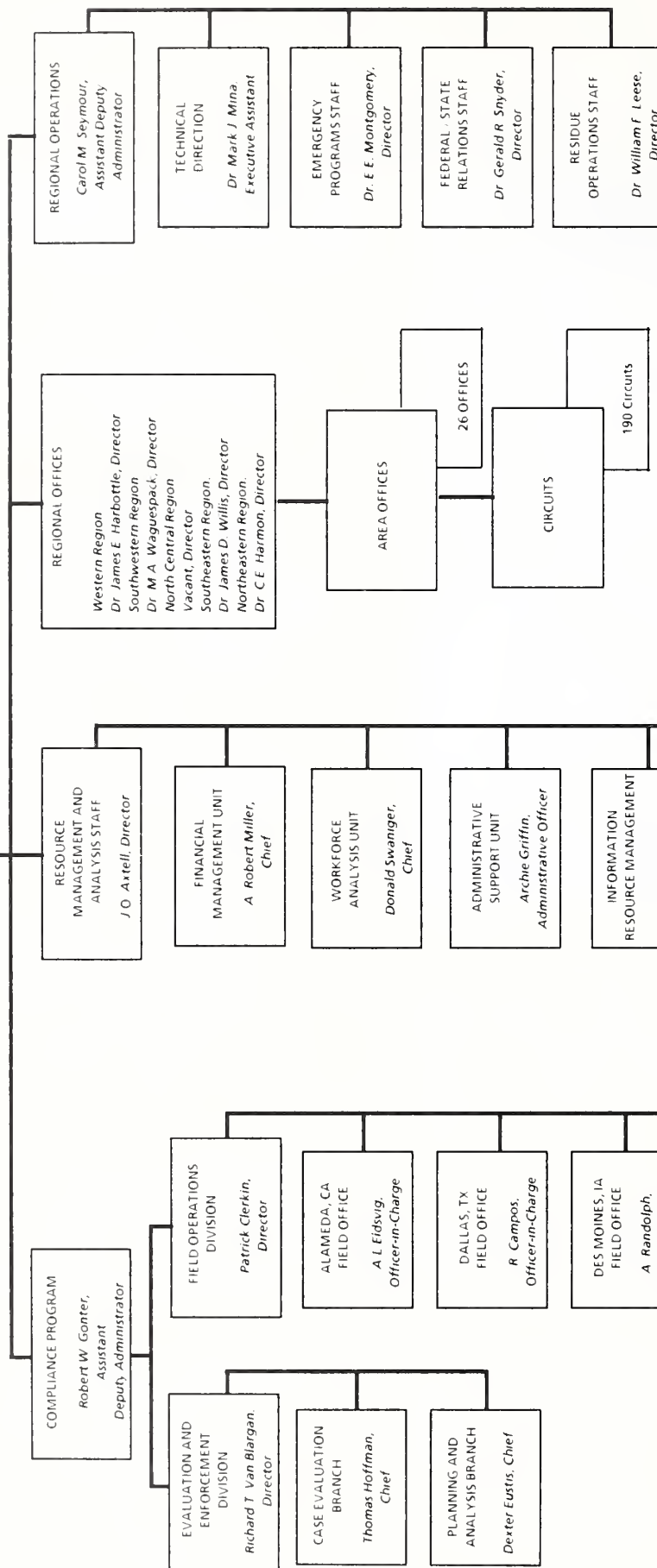
The Processed Products Improvement Act of 1986 provides a means for the Agency to move from the previously mandated continuous daily inspection to a more scientifically sound allocation of resources according to risk a plant presents. MPIO is actively involved in developing, pilot testing, and refining procedures which would permit it to begin implementing DI in 1988.

In addition to the residue control and Discretionary Inspection efforts, MPIO is currently developing an automated "Inspection Position Coverage System" which will enhance the efficiency and effectiveness of its field

inspection force. It is also working to expand and implement the increased enforcement authority which was contained in The Processed Products Improvement Act of 1986.

# FOOD SAFETY AND INSPECTION SERVICE MEAT AND POULTRY INSPECTION OPERATIONS

MEAT AND POULTRY INSPECTION  
OPERATIONS  
  
*Dr. W. S. Horne,*  
*Deputy Administrator*  
*Dr. K. O. McDougall,*  
*Associate Deputy Administrator*



THE FUNCTION OF MEAT AND POULTRY INSPECTION OPERATIONS IS TO IMPLEMENT REGULATIONS PURSUANT TO LAWS RELATING TO MEAT AND POULTRY INSPECTION, CONDUCT ANTE-MORTEM AND POST-MORTEM INSPECTION OF MEAT ANIMALS, MEAT PRODUCTS, POULTRY, AND POULTRY PRODUCTS INTENDED FOR HUMAN CONSUMPTION DURING PROCESSING, INCLUDING MONITORING ACCURACY OF LABELS, MONITOR PLANTS, OTHER FACILITIES, AND INDIVIDUALS FOR COMPLIANCE WITH LEGAL ORDERS, INSPECT FOR COMPLIANCE WITH HUMANE SLAUGHTER ACT, AND MONITOR EQUAL-TO INSPECTION PROGRAMS OF STATES



## Meat and Poultry Inspection Operations

**Table 1.—Resources Planned for FY 1988**

Program Area Divisions	Recurring Activities		Initiatives for Areas of Emphasis		Total	
	FTE	Dollars (000)	FTE	Dollars (000)	FTE	Dollars (000)
Office of the Deputy Administrator	8.5	566.6	.5	33.4	9	600
Resource Management and Analysis Staff	19.9	766.3	2.1	83.7	22	850
Compliance Program:						
Evaluation and Enforcement	18.1	724.0	1.9	76.0	20	800
Field Operations	155.9	6,255.9	1.1	44.1	157	6,300
Regional Operations:						
Emergency Programs Staff	6.0	300.0			6	300
Federal-State Relations	1.5	100.0	1.5	100.0	3	200
Residue Operations Staff	2.5	137.5	2.5	137.5	5	275
Technical Direction	11.7	4,216.5 <sup>1</sup>	5.3	283.5	17	4,500
Regional Offices:	7,903.7	324,822.8	114.3	7,952.2	8,018	332,775
Western					1,130	44,152
Southwestern					2,085	74,726
North Central					1,480	56,949
Southeastern					1,958	68,564
Northeastern					1,365	51,538
Grants-to-States <sup>2</sup>						36,846
<b>Total</b>	<b>8,127.8</b>	<b>337,889.6</b>	<b>129.2</b>	<b>8,710.4</b>	<b>8,257</b>	<b>346,600</b>

<sup>1</sup>Includes \$3.4 million for central and one-time charges. These funds are for nationwide use and are not allocated among program activities.

<sup>2</sup>Amount available to States under the Cooperative Inspection Program appropriated activity.

**Table 2.—Initiative Resources by Area of Emphasis Planned for FY 1988**

Areas of Emphasis	FTE	Dollars (000)
Animal Disease Control		
Compliance Initiatives	10.8	599.1
Data Systems	7.9	2,190.3
Discretionary Inspection	31.7	1,702.3
Import Inspection Initiatives		
Prevention of Unsafe Residues	13.1	673.6
Reduction of Microbiological Hazards		
Slaughter Inspection Modernization	65.7	3,545.1
Technical Capability		
<b>Total</b>	<b>129.2</b>	<b>8,710.4</b>

Table 3.—Office of the Deputy Administrator, MPIO

## FY 1988 Proposed Activities and Resources

Recurring Activities	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
1. Plan, provide leadership for, formulate and coordinate policies for, and direct the administration of MPIO programs and activities. Assure that meat and poultry moving in interstate and intrastate commerce are wholesome and not adulterated or misbranded. Administer compliance and enforcement activities to assure that industry activities are consistent with requirements of the FMIA and PPIA.	Ongoing		
2. Provide direction and training to support the implementation of pest control and poultry pre-operational sanitation.	Ongoing		
3. Continue the emphasis on correlating the effectiveness and quality of basic field inspection procedures and supervision.	Ongoing		
4. Provide management direction to support the growth and continuity of the Total Quality Control (TQC) and Intensified Regulatory Enforcement (IRE) programs.	Ongoing		
5. Emphasize automation capabilities as an integral support to management decisionmaking, and provide direction for growth and full utilization at the headquarters and field levels.	Ongoing		
6. Enhance communications with all field levels through townhall meetings and dialogue between senior management officials and employees on program goals and objectives.	Ongoing		
7. Operate an EEO program within MPIO to ensure that the objectives of the FSIS Affirmative Action Plans are met.	Ongoing		
Subtotal		8.5	566.6

Initiatives for Areas of Emphasis	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
Discretionary Inspection			
8. Participate in the conceptual design of inspection, supervisory, and management approaches under Discretionary Inspection (DI). (Objective 1, p.12)		.25	16.7
9. Direct the implementation of a nationwide DI System. (Objective 2, p.12)		.25	16.7
Subtotal		.5	33.4
Total		9.0	600.0

**Table 4.—Resource Management and Analysis Staff, MPIO**

**FY 1988 Proposed Activities and Resources**

Recurring Activities	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
1. Conduct a resource planning, analysis, and allocation program for MPIO's assigned and required dollars, and develop improved systems for overseeing the use of financial resources.	Ongoing	5.0	193.2
a. Coordinate the preparation and submission of the MPIO annual budget request.			
b. Allocate and monitor the status of funds assigned to MPIO organizational units.			
c. Serve as the Program focal point on matters associated with reimbursement practices and procedures.			
d. Coordinate the preparation and clearance of cooperative and reimbursable agreements.			
e. Coordinate the review of State program budget requests and execution, including the maintenance of personpower, plant, and productivity data.			
f. Coordinate the MPIO overtime reconciliation program.			
2. Conduct a resource planning, analysis, and allocation program for MPIO's assigned and required human resources and develop improved system for overseeing the use of human resources.	Ongoing	3.9	150.7
a. Prepare analyses of human resource utilization and staffing practices (inplant and circuit supervisor structure).			
b. Monitor the impacts on staffing of implementation of new inspection procedures.			
c. Allocate and monitor personnel ceilings assigned to MPIO organizational units.			
d. Monitor and forecast the effects of the demands for inspection service on MPIO's staffing requirements.			
e. Evaluate field realignment proposals and monitor to determine the adequacy and balance of the field structure.			
f. Coordinate the integration of the Food Technology occupation into the field force. (FY 1987—FY 1991.)			
3. Conduct program analysis and management analysis studies to support the development of operating alternatives and strategies for MPIO activities and initiatives.	Ongoing	4.3	166.1
a. Coordinate the development of MPIO's operating alternatives and strategies to maximize assigned resources.			
b. Coordinate the preparation, submission, and maintenance of the Annual Program Plan.			
c. Monitor development and implementation of recommendations emerging from the Office of Inspector General (OIG) audits and General Accounting Office (GAO) studies of MPIO activities.			
d. Coordinate and develop MPIO's administrative policies, procedures, and requirements.			

4.	Develop, coordinate, and maintain MPIO's activities in long-range IRM planning. Implement new, automated data processing systems. Conduct studies to support management decisionmaking for ADP activities.	Ongoing	1.7	65.7
5.	Provide general management advisory assistance and services to MPIO field and headquarters units.	Ongoing	5.0	190.6
	Subtotal		19.9	766.3

Initiatives for Areas of Emphasis	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
Compliance Initiatives			
6. Develop revised IRE policy guidance and issue new directive. (Objective 1, p.6)		.2	7.7
Data Systems			
7. Define and develop an Inspection Position Coverage System (IPCS) primarily to support area office decisionmaking in the matching of employee resources to inspection position requirements on a day-to-day basis. (Objective 1, p.8)	1988	.5	19.3
8. Design and develop an integrated Inplant Review Documentation Profile (IRDP) consisting of a compliance and inspection system review profile on inplant inspection activities. (Objective 1, p.8)	IV	.1	3.9
9. Complete conversion of the automated Planned Compliance Program (PCP) from batch processing to on-line data entry, and initiate development of an automated intelligence file. (Objective 5, p.8)	IV	.1	3.9
Discretionary Inspection			
10. Participate in MPIO activities associated with the conceptual design of inspection, supervisory, and management approaches under DI. (Objective 1, p.12)		.7	27.0
11. Participate in planning, direction, and support to the implementation of a nationwide DI system. (Objective 2, p.12)		.5	21.9
Subtotal		2.1	83.7
Total		22.0	850.0



**Table 5.—Compliance Program, Evaluation and Enforcement Division, MPIO**

**FY 1988 Proposed Activities and Resources**

Recurring Activities	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
1. Direct the application/initiation of prescribed sanctions, in accordance with FSIS case disposition guidelines, for violations of the inspection laws. a. Maintain close liaison with the OIG and the OGC to ensure adequacy of evidence and uniformity of sanctions. b. Monitor consistency and clarity of case documentation and recommend improvements. c. Apply all legal sanctions to firms and individuals under IRE designation that fail to achieve or maintain adequate levels of compliance.	Ongoing	11.2	448
2. Design, operate, and maintain reporting systems for data collection, management analysis, method development, and instructional material.	Ongoing	6.9	276
Subtotal		18.1	724.0

Initiatives for Areas of Emphasis	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
Data Systems			
3. Complete conversion of the automated Planned Compliance Program (PCP) from batch processing to on-line data entry, and initiate development of an automated intelligence file. (Objective 5, p.8)	IV	.4	16
Prevention of Unsafe Residues			
4. Develop procedures and guidelines for compliance involvement in residue monitoring, including database index of likely contaminants by substance, trade names, brands, usages, etc. (Objective 1, p.18)		.7	28
5. Develop procedures and guidelines for compliance monitoring of Verified Production Control (VPC) programs instituted under regulations expected to be issued in first quarter. (Objective 4, p.18)		.8	32
Subtotal		1.9	76.0
Total		20.0	800.0

Table 6.—Compliance Program, Field Operations Division, MPIO

## FY 1988 Proposed Activities and Resources

Recurring Activities	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
1. Direct field regulatory compliance activities and the detection and documentation of violations of the inspection laws through correlation meetings with field officers, reviews of firms in allied industries, actions necessary to control violative products, meetings with OIG and others, and assistance in incidents involving residue detection and food contamination.	Ongoing	152.9	6,135.5
2. Coordinate the reviews, analyses, and assessments of State compliance programs to assure that the State programs meet the "equal to" provision of meat and poultry inspection laws.	Ongoing	3.0	120.4
a. Cooperate with States in the maintenance of compliance programs for intrastate products and businesses, including the design of compliance systems methods, guidelines, and procedures for enforcing laws and regulations.			
b. Conduct management and program assessment of State compliance programs.			
Subtotal		155.9	6,255.9

Initiatives for Areas of Emphasis	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
Prevention of Unsafe Residues			
3. Participate in meetings of FDA's new Tissue Residue Committee, and expand joint participation in Regional meetings. (Objective 1, p.18)		.2	8.0
4. Develop MOU's for cooperative investigatory operations and enforcement actions. (Objective 1, p.18)		.4	16.0
5. Develop residue case documentation for violation of FDA, USDA, or other relevant statutes. (Objective 1, p.18)		.5	20.1
Subtotal		1.1	44.1
Total		157.0	6,300.0

**Table 7.—MPIO Regional Operations, Emergency Programs Staff**

**FY 1988 Proposed Activities and Resources**

Recurring Activities	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
1. Direct and coordinate FSIS Contamination Response System (CRS) activities: develop FSIS procedures; cooperate with FDA and EPA in establishing contact with State governments; and maintain the active status of the CRS team.	Ongoing	4	200
2. Establish and maintain a system for responding to food contamination problems other than residues to include determining the need for recalls and serving as liaison with other appropriate officials.	Ongoing	1	50
3. Plan and develop proposals for automated systems needed for CRS and MPIO case response.	Ongoing	1	50
a. Manage and account for resources utilized in response to CRS and other emergency situations.			
b. Expand current Electronic Mail System capabilities of the staff to include communication links with the MPIO regional and field offices.			
Total		6	300

Table 8.—MPIO Regional Operations, Federal-State Relations

## FY 1988 Proposed Activities and Resources

Recurring Activities	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
1. Facilitate the transmission of information, technical materials, and proposed changes in Federal laws, regulations, and directives to and from State programs through ongoing interaction with State program directors, other government agencies, industry organizations, consumer groups, and other interested groups.	Ongoing	.4	26.7
2. Coordinate the State program certification and review process and maintain uniformity of review standards through the use of team correlation techniques.	Ongoing	.6	40.0
3. Develop and coordinate activities, policies, and procedures associated with oversight or implementation of State self-certification, designations and other State program activities.	Ongoing	.5	33.3
Subtotal		1.5	100.0

Initiatives for Areas of Emphasis	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
Compliance Initiatives			
4. Complete the directive on certification of State programs. (Objective 2, p.6)		.2	13.3
5. Consult with State Directors on proposed FSIS policy. (Objective 2, p.6)		.8	53.4
6. Coordinate implementation of the new certification process. (Objective 2, p.6)		.3	20.0
7. Coordinate oversight reviews of State inspection programs according to new directive on certification of State programs. (Objective 2, p.6)		.2	13.3
Subtotal		1.5	100.0
Total		3.0	200.0



**Table 9.—MPIO Regional Operations, Residue Operations Staff**

**FY 1988 Proposed Activities and Resources**

Recurring Activities	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
1. Participate in the establishment of broad national policies, goals, and plans for residue monitoring and control activities.	Ongoing		
2. Direct the review and refinement of the Agency's existing residue monitoring and surveillance system.	Ongoing		
3. Establish program guidance for the identification and handling of potential residue problems and issues.	Ongoing		
4. Design and implement a national program that would enable the Agency to trace any particular livestock subject to inspection back to the producer.	Ongoing		
5. Collaborate with Science on long range plans and evaluations of the National Residue Program (NRP).	Ongoing		
6. Ensure uniform application of sampling procedures and consistent implementation of the Residue Control Program.	Ongoing		
7. Develop with Science monthly sampling plans.	Ongoing		
8. Review for acceptability the Memoranda of Understanding to be submitted by industry in conjunction with the Verified Production Control (VPC) system.	Ongoing		
9. Represent FSIS in meetings with officials from other Federal agencies and outside organizations in coordinating residue control matters and related issues.	Ongoing		
Subtotal		2.5	137.5

Initiatives for Areas of Emphasis	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
<b>Prevention of Unsafe Residues</b>			
10. Issue a regulation for an FSIS Verified Production Control (VPC) program for residues. Develop and implement a system for approving and monitoring VPC agreements. (Objective 4, p.18)		.5	27.5
11. Implement and manage the Residue Violation Information System (RVIS); analyze data from RVIS; and prepare reports and recommendations on follow-up actions. (Objective 2, p.18)		.5	27.5
12. Develop a uniform quality control system for inplant residue testing (e.g., STOP, CAST, SOS). (Objective 2, p.18)		.8	44.0
13. Develop supplement to NRP Directive covering implementation of monitoring, surveillance and the CRS system (replacing 917.1). (Objective 2, p.18)		.5	27.5
14. Develop and implement new inspection procedures to identify calves treated with chloramphenicol. (Objective 3, p.18)		.2	11.0
Subtotal		2.5	137.5
Total		5.0	275.0

Table 10.—MPIO Regional Operations, Technical Direction

## FY 1988 Proposed Activities and Resources

Recurring Activities	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
1. Provide direction to regional office staff to assure uniformity and effective coordination of field inspection activities.	Ongoing		
2. Provide consultation and guidance on inspection operations matters and emerging policies to other FSIS and USDA units and industry and trade associations.	Ongoing		
3. Participate in curriculum development efforts to support integration of the Food Technology occupation into the field organizational structure.	Ongoing		
4. Coordinate correlation exercises to improve the effectiveness of basic and intensified field inspection procedures and supervision, particularly for poultry pre-operational sanitation and pest control.	Ongoing		
5. Coordinate regional execution of a program that assures the continuity and growth of the TQC mode of inspection.	Ongoing		
6. Coordinate and direct the implementation of selected recommendations related to MPIO's internal control review and reporting systems; poultry pre-operational sanitation; pest control; and inspection systems and work plans for traditionally-inspected processing plants.	Ongoing		
7. Monitor the development and implementation of new inspection procedures and programs for: quality control programs for cattle, swine, and sheep slaughter; PQC programs for beef, swine, and sheep edible viscera; Streamlined Inspection System (SIS) for fowl; moisture absorption programs for poultry and rabbits; and carcass spray procedures for cattle and swine.	Ongoing		
8. Coordinate the implementation of regional responsibilities for maintaining the automated Protein Fat-Free (PFF) system for pork products.	Ongoing		
9. Coordinate regional execution of the IRE program.	Ongoing		
Subtotal		11.7	816.5

Initiatives for Areas of Emphasis	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
Compliance Initiatives			
10. Develop guidelines and phase in programs for responding to species violations and violations concerning <i>Listeria</i> . (Objective 1, p.6)	II	.7	37.8
11. Develop and refine guidelines and procedures for effecting TQC/PQC withdrawals based on non-compliance with approved programs. (Objective 1, p.6)	III	.4	21.6
Discretionary Inspection			
12. Participate in MPIO activities associated with the conceptual design of inspection, supervisory, and management approaches under Discretionary Inspection (DI). (Objective 1, p.12)	IV	.5	27.0
13. Participate in implementation of a nationwide DI System. (Objective 3, p.12)	Ongoing	2.0	108.0
Slaughter Inspection Modernization			
14. Coordinate the phase in of Streamlined Inspection System for Cattle (SIS-Cattle and SIS/QC-Cattle) and Streamlined Inspection System for Swine (SIS-Swine and SIS/QC-Swine). (Objective 3, p.23)	Ongoing	.6	32.4
15. Coordinate the phase in of revised pre-operational sanitation procedures in red meat slaughter plants. (Objective 3, p.23)	Ongoing	.2	8.1
16. Coordinate the phase in of Streamlined Inspection System for all Poultry (SIS-Poultry and SIS/QC-Poultry) and Finished Product Standards (FPS) for poultry giblet inspection. (Objective 3, p.23)	Ongoing	.6	32.4
17. Coordinate the phase in of Poultry and livestock carcass trimming standards. (Objective 3, p.23)	Ongoing	.3	16.2
Subtotal		5.3	283.5
Total		17.0	1,100.0



**Table 11.—MPIO Regional Offices**  
**FY 1988 Proposed Activities and Resources**

Recurring Activities	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
1. Maintain a mandatory program for the inspection of meat and poultry products intended for human consumption.	Ongoing		
2. Direct and monitor the integration of inspection policy into operational programs; evaluate the supervision and direction provided to the circuit and the IPPS levels by the area level of the organization; and monitor the effectiveness of efforts to upgrade general inplant sanitation standards.	Ongoing		
3. Provide technical advice and financial assistance to State inspection programs.	Ongoing		
4. Coordinate integration of resource management decisions into operational programs.	Ongoing		
5. Direct and monitor personnel and general management programs.	Ongoing		
6. Maintain liaison with industry officials to enhance the effectiveness of regulatory inspection activities.	Ongoing		
Subtotal		7,903.7	324,822.8

Initiatives for Areas of Emphasis	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
Compliance Initiatives			
7. Phase in programs for responding to species violations and violations concerning <i>Listeria</i> . (Objective 1, p.6)	II	8.0	432.0
Data Systems			
8. Define and develop an Inspection Position Coverage System (IPCS) primarily to support area office decisionmaking in the matching of employee resources to inspection position requirements on a day-to-day basis. (Objective 1, p.8) <sup>1</sup>	IV	6.0	1854.0
9. Design and develop an integrated Inplant Review Documentation Profile (IRDP) consisting of a compliance and an inspection system review profile on inplant inspection activities. (Objective 1, p.8) <sup>2</sup>	IV	.8	293.2

## Discretionary Inspection

10.	Participate in MPIO activities associated with the conceptual design of inspection, supervisory, and management approaches under Discretionary Inspection (DI). (Objective 1, p.12)	IV	2.5	135.0
11.	Participate in the implementation of a DI System. (Objective 2, p.12)	Ongoing	25.0	1350.0

## Prevention of Unsafe Residues

12.	Implement new swine sulfa procedures mid-year. (Objective 1, p.18)	IV	8.0	432.0
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## Slaughter Inspection Modernization

13.	Test the cooperative government/industry poultry inspection system (Third Generation) demonstration in one pilot plant. (Objective 3, p.23)	IV	1.0	54.0
14.	Phase in Streamlined Inspection System for Cattle (SIS-Cattle and SIS/QC-Cattle) and Streamlined Inspection System for Swine (SIS-Swine and SIS/QC-Swine). (Objective 3, p.23)	Ongoing	17.0	918.0
15.	Revise and phase in pre-operational sanitation procedures in red meat slaughter plants. (Objective 3, p.23)	Ongoing	17.0	918.0
16.	Phase in Streamlined Inspection System for all Poultry (SIS-Poultry and SIS/QC-Poultry) and Finished Product Standards (FPS) for poultry giblet inspection. (Objective 3, p.23)	Ongoing	8.0	432.0
17.	Develop poultry and livestock carcass trimming standards. (Objective 3, p.23)			
	a. Collect data and analyze.	II	2.0	108.0
	b. Test in a demonstration pilot plant.	III	1.0	54.0
	c. Implement standards.	IV	16.0	864.0
18.	Develop Streamlined Inspection System for Sheep (SIS-Sheep and SIS/QC-Sheep). (Objective 3, p.23)			
	a. Design procedure and develop hypothesis for testing.		.3	16.2
	b. Develop one demonstration pilot plant.		.2	10.8
19.	Develop Finished Product Standards for sheep carcasses. (Objective 3, p.23)			
	a. Collect data and analyze.	II	.5	27.0
	b. Test in a demonstration pilot plant.	III	.5	27.0
20.	Develop and test a computer-driven decision support system which inspectors can use effectively to make selected dispositions of food animal carcasses. (Objective 3, p.23)	IV	.5	27.0

<sup>1</sup>Includes \$1,275,000 for equipment and \$270,000 for FTEs.

<sup>2</sup>Includes \$250,000 for equipment and \$43,200 for FTEs.

Subtotal	114.3	7,952.2
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Total	8,018.0	332,775.0
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## MEAT AND POULTRY INSPECTION TECHNICAL SERVICES

*“FSIS is in an era of the greatest change in its 80-year history. The need for change comes from many directions: consumer expectations, industry’s use of technology, new authority from Congress, and our own belief that we can make inspection better. The challenge to the staff of Meat and Poultry Inspection Technical Services is to design new inspection techniques that are responsive to these needs while maintaining our objective of ensuring that our regulated products remain wholesome, unadulterated, and are not misbranded. This challenge requires us to be innovative, willing to question established assumptions, and able to communicate the benefits of change to the staff that must implement the new techniques—the field force.”*

The Meat and Poultry Inspection Technical Services (MPITS) program is responsible for a broad range of functions in support of meat and poultry inspection. MPITS carries out much of the developmental and experimental work that is the basis for refining and modernizing inspection procedures. In addition, MPITS analyzes the public health implications of agricultural practices and emerging technology and recommends new policy directions for the Agency. These objectives are achieved by:

- Identifying and maintaining information on meat and poultry research innovation. Information identified and provided is an “early warning system” for the impact of new technologies on the Agency.
- Designing, testing, and assisting in the implementation of standards and procedures for inspection of livestock and poultry. This includes inspecting food animal carcasses and parts of carcasses subsequent to slaughter using quality control programs and ensuring humane handling and slaughter of livestock.
- Developing inspection monitoring procedures for evaluating approved plant control procedures, developing plans for implementation of new standards, and developing regulations required for initiating or maintaining inspection controls of processed products.
- Planning and formulating all technical training policies, programs, and activities of the meat and poultry inspection program. This is achieved through the design of human performance systems, instructional systems, and supporting instructional materials and programs.
- Developing regulations and policies relative to truthful and informative labeling for products produced in the United States and in foreign countries exporting to the United States. This is achieved by developing product standards to establish meat content and/or expected ingredients, conducting reviews to assure that only safe and



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suitable ingredients are used, and developing regulations and policies to permit or restrict the use of various food additives.

- Reviewing, approving and/or disapproving blueprints and specifications of meat and poultry facilities and equipment to determine if design and construction comply with current sanitary standards.
- Formulating, presenting, and implementing policies and practices pertaining to industrial engineering and computer-based Information Resources Management (IRM) activities for the Agency.

### Major Accomplishments for FY 1987

The Agency continued to develop and test in a large poultry plant the Cooperative Government/Industry Poultry Inspection System, also known as “Third Generation.” The computer software developed by FSIS and Georgia Technology Research Institute was updated and modified to include performance formulas for comparing human performance.



The Streamlined Inspection System (SIS) for cattle and swine was tested in a second pilot plant with a plant-operated quality control program. This system is designed for cattle packaging plants operating at line speeds greater than 275 head per hour. A third pilot plant implemented the SIS procedures for cattle without quality control (QC) but with presentation standards for the head, viscera, and Finished Product Standards for carcasses. A proposal for SIS and SIS/QC was published with a final rule expected in FY 1988. Once the regulation becomes final, additional plants will implement SIS and SIS/QC.

Fifteen additional plants implemented New Line Speed (NELS) for a total of 30 plants since the rule became effective in November 1984. Nine turkey plants came under the New Turkey Inspection System (NTIS) in FY 1987 for a total of 20 plants since the rule became effective in October 1985. Both systems are more efficient for the Agency and enable plants to increase their productivity while continuing to assure safe and wholesome products for the consumer.

MPITS actively participated in the development of a Discretionary Inspection system (DI) model for testing. This model includes an assessment form to evaluate the attitude of processing plant management toward public health and safety, the condition of plant equipment and facilities, inherent reliability of plant processes and plant controls, and the extent of documentation which would provide traceability to the plant's production lots and product codes.

In support of the Discretionary Inspection Implementation Task Force, MPITS took the lead in ADP support, procuring necessary hardware for the Phase II Pilot Test. MPITS also spearheaded the effort to draft a set of requirements which set forth the first cohesive description of how Periodic Inspection i.e., inspection on a less-than-daily basis, will be implemented with respect to scheduling inspection tasks, inspectors, and plants.

MPITS provided technical support and assisted Meat and Poultry Inspection Operations in the continued development and refinement of the Inspection System and Work Plan (ISWP). MPITS also participated in the development of training materials, including initiating scripts for a video module.

The final canning rule for meat and poultry products (51 FR 45602) became effective in the third quarter of FY 1987. This regulation reduces the risk of public health hazards associated with improperly processed canned products and provides more uniform application of canning requirements.

Fifty additional plants were added to the Agency's voluntary Total Quality Control program. The number of USDA-approved plant-operated Partial Quality Control (PQC) programs increased to more than 5,800 programs in more than 2,700 processing plants in FY 1987. Approximately 80 different types of approved PQC programs are now being implemented by meat and poultry processors.

In 1987, the Agency increased its efforts to recruit food technologists. It hired and trained and placed in the field one such group, and another group of more than 35 will be hired, trained, and placed in the work force during the fall of 1987. The Agency expects to add an additional 100 food technologists to the work force each year.

To keep pace with the rapidly expanding area of IRM, MPITS initiated an in-depth study of Agency roles and needs in this area. Out of this effort a curriculum document has been developed that will guide the Agency in training its employees in the IRM area for the next 3-5 years. The curriculum sets forth the goals for a comprehensive training program.

The Slaughter Online Quality Control course was designed in FY 1987 for the slaughter processes of all four species (broilers, turkeys, cattle, and swine) in plants using an approved online quality control program. Because of the early implementation of NELS and NTIS and the acceleration of "try outs" in pilot plants of new inspection procedures in red meat, the demand for training required adding courses and increasing the enrollment in each class. Approximately 500 inspection personnel and 350 industry representatives have attended this course thus far.

MPITS developed and published national guidelines for the control and verification of nutrition labeling claims. Final regulations were published which allow the use of silicon dioxide as a processing aid in the dispersion of tocopherol in curing solutions used in pumping operations. MPITS published a final rule approving an increased use-level of potassium sorbate on the casings of dry sausage products. Application of potassium sorbate by dipping in a water solution prevents the growth of surface molds at room temperature. An increase in the use-level of potassium sorbate to 10 percent in a dipping solution, in lieu of the previously established 2.5 percent use-level, was determined to be appropriate. In addition, MPITS published in separate dockets, proposed amendments to the Federal Meat and Poultry Inspection Regulations which will better define and limit substances currently permitted to be identified as "flavors," "natural flavors," or "spices" on packages of meat and poultry products, and to define the methods by which determinations of the quantity of added water in cooked sausages are made.



An Agencywide Indefinite Quantities Contract (IQC) was awarded to American Management System for a full range of ADP support. The IQC is a multiyear multimillion dollar contracting instrument designed to provide a simplified and speedy process for obtaining contractor support. The IQC will be used by MPITS and other Agency programs.

Work is proceeding on schedule for the Common On-Line Reference for Establishments (CORE) System. CORE will provide a centralized repository of meat and poultry information which can be shared by all Agency databases. The total system will be in production by March 31, 1988.

### **Initiatives for FY 1988**

Eight broiler and four turkey plants have shown an interest in the Third Generation System. FSIS will continue to communicate with these plants to discuss expanded testing of the system. The second pilot plant will be set up in early FY 1988. The Agency intends to expand the system to other classes of poultry.

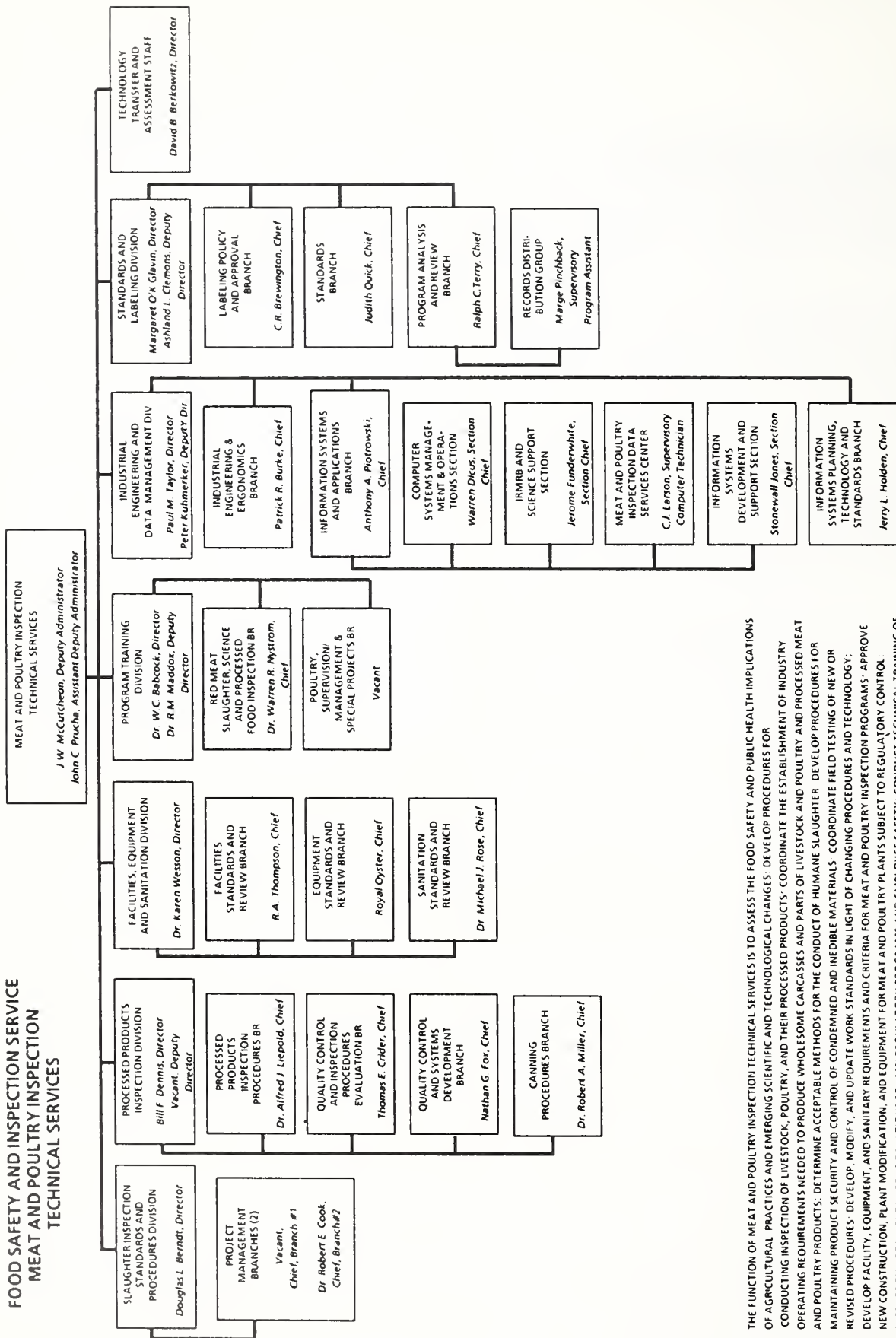
One additional pilot plant utilizing the streamlined inspection system with QC for swine will be implemented in FY 1988. A proposal for SIS and SIS/QC will be published early in the year. The first pilot plant for sows, boars, cows, and bulls is also planned.

FSIS has embarked upon a major effort to upgrade the technical and scientific knowledge of its inspection force.

In support of this initiative, FSIS plans to relocate the Fort Worth training center to a university setting where the Agency can utilize the university's resources to enhance the technical and scientific content of its training programs. The Agency expects to begin this program in the fall of 1988.

A final decision will be made on the 1987 proposal to amend the Federal meat inspection regulations regarding the standard of identity for frankfurters and similar cooked sausages, and cheesefurters and similar products, to provide for a maximum of 40 percent fat and added water in those products and to continue restricting the maximum of fat content to no more than 30 percent of the finished product. Guidelines for approving labels which bear special animal production claims will be developed, including terms such as "organic." A proposal to amend the Meat and Poultry Inspection Regulations will be published which will provide for an exception to the use of Mechanically Separated (Species) (MS) (S) at levels no greater than 10 percent of the livestock and poultry portion of the meat food product, provided the labeling of such product bears a calcium content declaration in accordance with existing policy. MPITS will also publish a regulatory proposal for updating tables of approved substances with prior sanctions and other pre-1988 approvals.

# FOOD SAFETY AND INSPECTION SERVICE MEAT AND POULTRY INSPECTION TECHNICAL SERVICES



THE FUNCTION OF MEAT AND POULTRY INSPECTION TECHNICAL SERVICES IS TO ASSESS THE FOOD SAFETY AND PUBLIC HEALTH IMPLICATIONS OF AGRICULTURAL PRACTICES AND EMERGING SCIENTIFIC AND TECHNOLOGICAL CHANGES. DEVELOP PROCEDURES FOR CONDUCTING INSPECTION OF LIVESTOCK, POULTRY, AND THEIR PROCESSED PRODUCTS. COORDINATE THE ESTABLISHMENT OF INDUSTRY OPERATING REQUIREMENTS NEEDED TO PRODUCE WHOLE SOME CARCASSES AND PARTS OF LIVESTOCK AND POULTRY AND PROCESSED MEAT AND POULTRY PRODUCTS. DETERMINE ACCEPTABLE METHODS FOR THE CONDUCT OF HUMANE SLAUGHTER. DEVELOP PROCEDURES FOR MAINTAINING PRODUCT SECURITY AND CONTROL OF CONDEMNED AND INEDIBLE MATERIALS. COORDINATE FIELD TESTING OF NEW OR REVISED PROCEDURES. DEVELOP, MODIFY, AND UPDATE WORK STANDARDS IN LIGHT OF CHANGING PROCEDURES AND TECHNOLOGY. DEVELOP FACILITY, EQUIPMENT, AND SANITARY REQUIREMENTS AND CRITERIA FOR MEAT AND POULTRY INSPECTION PROGRAMS. APPROVE NEW CONSTRUCTION, PLANT MODIFICATION, AND EQUIPMENT FOR MEAT AND POULTRY PLANTS SUBJECT TO REGULATORY CONTROL. PREPARE ENVIRONMENTAL CONSIDERATIONS FOR MPI REGULATORY PROGRAMS AND EMPLOYEE SAFETY. CONDUCT TECHNICAL TRAINING OF MEAT AND POULTRY INSPECTION PERSONNEL. DEVELOP MEAT AND POULTRY PROCESSED PRODUCT STANDARDS. DEVELOP LABELING POLICY. AND REVIEW AND APPROVE LABELS.

# Meat and Poultry Inspection Technical Services

**Table 1.—Resources Planned for FY 1988**

Program Area Divisions	Recurring Activities		Initiatives for Areas of Emphasis		Total	
	FTE	Dollars (000)	FTE	Dollars (000)	FTE	Dollars (000)
Office of the Deputy Administrator <sup>1</sup>						
Facilities, Equipment and Sanitation	23.2	1,048	.8	36	24	1,084
Industrial Engineering and Data Management	39.3	1,935	9.7	565	49	2,500
Processed Products Inspection	20.2	954	6.8	346	27	1,300
Program Training	41.5	2,336	1.5	64	43	2,400
Slaughter Inspection Standards and Procedures	19.0	1,159	3.0	157	22	1,316
Standards and Labeling	34.6	1,313	6.4	287	41	1,600
Technology Transfer and Assessment Staff	6.0	300			6	300
Total	183.8	9,045	28.2	1,455	212	10,500

<sup>1</sup>FTE and Dollars for the Office of the Deputy Administrator have been spread within the Meat and Poultry Inspection Technical Services Divisions.

**Table 2.—Initiative Resources by Area of Emphasis Planned for FY 1988**

Areas of Emphasis	FTE	Dollars (000)
Animal Disease Control		
Compliance Initiatives		
Data Systems	10.7	588
Discretionary Inspection	5.9	325
Import Inspection Initiatives		
Prevention of Unsafe Residues		
Reduction of Microbiological Hazards	6.3	285
Slaughter Inspection Modernization	3.0	157
Technical Capability	2.3	100
Total	28.2	1,455

**Table 3.—Facilities, Equipment, and Sanitation Division, MPITS**

**FY 1988 Proposed Activities and Resources**

Recurring Activities	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
1. Review sets of prints and specifications for facilities, and prints and parts for equipment.	Ongoing	15.0	675
2. Review and evaluate the sanitation partial quality control programs.	Ongoing	1.0	45
a. Review 50 TQC programs.			
b. Review two Microbiological Control and Monitoring Programs (MCMP) from each region.			
c. Review pesticide programs.			
d. Review Partial Quality Control (PQC) programs for pre-operational sanitation in slaughter plants as submitted.			
3. Develop regulations, standards, and guidelines for facilities, equipment, and sanitation.	Ongoing	4.45	200
a. Prepare and publish three times per year an FSIS directive entitled "Accepted Meat and Poultry Equipment (MP-2)."			
b. Update and develop guidelines for construction and layout of slaughter, processing, and import facilities for publication.			
c. Present a program on facilities, equipment, and sanitation to circuit supervisors in at least five areas.			
d. Assist in training personnel from regional to plant level on facilities, equipment, and sanitation.			
e. Assist in identifying and developing ms.			
f. Form and convene an intra-Agency task force for the purpose of designing and implementing a "regulated maintenance and performance program" for equipment.			
g. Develop inspection workplace design criteria for a less stressful inspection environment.			
h. Continue to work with industry and inspection personnel to prevent contamination of product with volatile materials when floors are resurfaced.			
i. Provide support to other organizations for resolving facility, equipment, or sanitation problems; developing new systems; maintaining existing systems.	Ongoing		
j. Develop a pesticide training program to explain in-depth inspector responsibilities in the area of pest control.	IV		
k. Review materials of construction for USDA acceptability.	Ongoing		
l. Provide engineering resources to program on plumbing and ventilation.	Ongoing		
m. Develop a proposed regulation on approved water systems.	II		
n. Review policies on:			
1. Sanitation defects.			
2. Blueprint requirements.			
3. Operational sanitation guidelines.			
4. Chlorine levels in poultry chiller water.			
5. Showers in small plants.			



6.	Handwash facilities for slaughter and processing lines.			
7.	Use of chemical disinfectants in lieu of 180 x F water for cleaning equipment.	IV		
o.	Develop video that augments sanitation inspection training materials.	IV		
4.	Review proposals for energy and natural resource savings.	Ongoing	.5	26
a.	Evaluate, as submitted, water reuse proposals.			
b.	Evaluate Agency water policy.			
c.	Share energy conservation ideas with interested plants.			
d.	Provide guidance to meat and poultry plants that ask for help in solving condensate problems.			
e.	Encourage industry to use filtered outside air to:			
	(1.) Ventilate plant space of steam during cleanup and dry out work areas before production begins to avoid overhead mopping.			
	(2.) Replace the use of mechanical refrigeration when outside air temperatures are below room control temperatures.			
5.	Complete activities that are in process.		2.25	102
a.	Develop and field test an optimal light source (quality) to accomplish meat inspection visual tasks.	IV		
b.	Commit facility files to plant profile system and update committed files as required.	Ongoing		
c.	Modify the Accepted Meat and Poultry Equipment Directive foreword section.	Ongoing		
d.	Review and evaluate the impact of operational changes in inspection upon the equipment acceptance program and develop strategies for adapting to these changes.	Ongoing		
e.	Evaluate and improve databases created for the internal control and tracking of information.	Ongoing		
f.	Review data collected from the veal survey and make recommendations related to dressing procedures.	II		
Subtotal			23.2	1,048

Initiatives for Areas of Emphasis	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
<b>Data Systems</b>			
6. Identify applicable technology and develop a computer-aided system for review, storage, and retrieval of facilities blueprints. (Objective 3, p.8)	Ongoing	.3	14
<b>Reduction of Microbiological Hazards</b>			
7. Develop regulations, standards, and guidelines for facilities, equipment, and sanitation. (Objective 1, p.20)			
a. Develop a directive to outline Agency policy on outer garments for plants not covered under Directive 11520.2 (Exposed Heat Processed Product; Employee Dress).	I	.25	11
b. Implement the pre-operational sanitation directive in red meat slaughter plants.	II	.25	11
Subtotal		.8	36
Total		24.0	1,084

Table 4.—Industrial Engineering and Data Management Division, MPITS

## FY 1988 Proposed Activities and Resources

Recurring Activities	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
1. Perform engineering analysis and design in support of program activities.		7.1	360
a. Collect work measurement data on the SIS-Cattle procedure in plants and develop staffing standards for steers, heifers, cows, and bulls.	III		
b. Collect work measurement data on the SIS-Swine procedure and develop staffing standards.	I		
c. Support conversion of NELS inspection system to SIS-QC.	IV		
d. Support NELS Third Generation project development.	II		
e. Support development of SIS procedures for Broilers, Roasters, Ducks, and Turkeys, and develop staffing standards.	III		
f. Support development of "turkeys on a 2 point hang" and "specialized custom boning" inspection procedures for turkeys, and develop staffing standards.	III		
g. Develop a procedure for conducting sulfa on-site tests.	IV		
h. Develop import inspection staffing standards for import field offices, and develop inspection standards.	II		
2. Support Agency Information Resources Management Coordinating Committee (IRMCC).		3.2	190
a. Provide leadership and/or staff support for the IRMCC and IRM Review Board. (IRMRB)	Ongoing		
b. Update Agency IRM Long-Range Plan.	IV		
c. Develop policy and guidelines on ADP security and perform functions of FSIS ADP Security Officer.	II		
d. Foster automated data exchange, system integration, and use of standard data elements.	Ongoing		
3. Manage the Agency Computing facilities.		16.0	800
a. Manage the data entry and validation services of FSIS inspection reporting and other automated report processing requirements.	Ongoing		
b. Manage the FSIS computer facility update and maintain facility hardware and software.	Ongoing		
c. Ensure integrity of Agency databases by regular system backups, off-site storage, and compliance with security requirements.	Ongoing		
d. Develop "User Manual" which conveys guidelines for use of all system software packages and/or programmer tools.	II		
e. Provide support for telecommunications hardware and software to ensure use of the Departmental Network (DEPNET) and Departmental Local Area (LAN).	Ongoing		
f. Provide technical review and analysis of hardware, software, and ADP services to ensure conformance to Agency Long-Range Plans.	Ongoing		

4.	Support and implement IRMRB directives.	Ongoing	4.0	180
a.	Analyze, design, program, and maintain automated system applications as directed by the IRM Review Board.			
b.	Provide functional specifications, contract management and technical review necessary to maintain or complement information systems.			
5.	Provide ADP analysis and application development services.		9.0	405
a.	Manage the content and data integrity of the Common On-Line Reference for Establishments (CORE).	Ongoing		
b.	Conduct studies and perform analyses of IRM activities.	Ongoing		
c.	Perform analyses, design, programming, documentation, implementation, and maintenance of interactive management information applications.	Ongoing		
d.	Develop data dictionaries of Agency databases.	IV		
Subtotal			39.3	1,935

Initiatives for Areas of Emphasis	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
Data Systems			
6. Support Agency Information Resources Management Coordinating Committee (IRMCC). (Objective 2, p.8)			
a. Direct the Agency initiative, in concert with the IRMCC, to establish data processing standards and conventions for integrating IRM systems and procedures. This includes standard codes, plant profiles, and other universal requirements for system interface.	Ongoing	1.0	80
b. Manage the Indefinite Quantities Contract (IQC). Develop statements of work, time/cost estimates, and deliverables for data processing support service tasks to be performed by contractors. This will be a joint effort between IEDM, the project sponsor and contractor.	Ongoing	.8	55
7. Develop a comprehensive curriculum guide for IRM functions. (Objective 3, p.8)	I	1.0	60
8. Provide technical support for FSIS users on Microcomputer operations, hardware, software, and telecommunications. (Objective 5, p.8)		3.0	135
a. Investigate and deal with user's hardware and software problems.	Ongoing		
b. Provide technical guidance and assist users in maximizing use of microcomputer equipment.	Ongoing		
c. Develop and maintain microcomputer equipment.	II		
d. Provide software support for standard Agency software packages.	Ongoing		



## Discretionary Inspection

9.	Provide support to PPID in utilizing the multilevel inspection model for estimating the impact analysis of Periodic Inspection (PI) on the inspection work force (Objective 1, p.12)	IV	.9	40
10.	Provide leadership and direction for utilizing automated information in the day-to-day direction of the meat and poultry inspection process. (Objective 2, p.12)			
a.	Develop the requirements for implementation of the Discretionary Inspection (DI) System.	II	1.0	65
b.	Develop a microcomputer-based prototype of the Periodic Inspection segment of DI system.	III	1.0	65
c.	Identify equipment and support systems to meet the needs of DI in an integrated database environment.	II	1.0	65
Subtotal			9.7	565
Total			49.0	2,500

Table 5.—Processed Products Inspection Division, MPITS

## FY 1988 Proposed Activities and Resources

Recurring Activities	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
1. Complete development of a quality data information system that will capture, categorize, and report the type deficiencies occurring in DI as well as TQC and ISWP.	IV	.5	30
2. Revise ISWP, as appropriate, based on experiences of the early stages of field use.	II	1.0	45
3. Continue development and evaluation of quality control (QC).		1.9	56
a. Conduct quarterly evaluations of approved total quality control systems and partial quality control programs against existing guidelines.	Ongoing		
b. Revise existing PQC guidelines to be more specific and comprehensive.	Ongoing		
c. Develop monitoring plans for specific PQC programs to be used inplant by MPIO.	Ongoing		
d. Conduct continuing education in quality systems.	Ongoing		
e. Coordinate task group from MPIO/MPITS to decentralize the approval process for partial quality control programs.	IV		
4. Continue application and expansion of total quality control	Ongoing	5.0	240
a. Provide technical assistance to Regional Operations, e.g. seminars, conference calls, individual telephone conversations, etc.			
b. Review total quality control systems (100) and revisions of and amendments to total quality control systems (300).			
c. Review partial quality control programs (300) and revisions of and amendments to partial quality control programs (350).			
d. Review and update total quality control systems and partial quality control programs that have been in effect for 5 years.			
5. Review canning projects.		3.0	160
a. Review process deviation evaluations in canned products.	Ongoing		
b. Coordinate the handling of abnormal container incidents in canned products.	Ongoing		
c. Review and approve automated systems to control critical reporting functions and to generate and store appropriate records.	Ongoing		
d. Review a sampling of process schedules used by establishments packing thermally processed, canned meat and poultry products to determine if they are adequate to yield safe and stable product.	Ongoing		
6. Initiate regulatory development projects.		7.8	378
a. Continue evaluation of new processes for safety, consumer expectancy, as well as the need for regulatory controls, e.g., flow coating, novel rendering procedures, reuse of frying oils, bone elimination mechanically separated species activity, and aseptic processing.	Ongoing		

b.	Participate in the rulemaking on irradiation for poultry.	I		
c.	Issue proposed PFF values for X percent cured pork items and compliance monitoring system.	II		
d.	Issue proposed rule to clarify QC regulations.	II		
e.	Complete rulemaking for dry and immersion cured bacon to limit nitrite to 200 ppm and ban the use of nitrate.	III		
f.	Complete rulemaking to establish the concept of identification service for poultry.	II		
g.	Complete rulemaking to allow the net weight statement on random weight packages to exceed two decimal places.	I		
h.	Evaluate the MP-40 x 536 quarterly report for accuracy	Ongoing		
i.	Conduct a feasibility analysis for "decision-treeing" certain types of routine approvals, e.g. PQC, TQC, labeng.	II		
j.	Develop compliance monitoring systems for new standards, e.g. Turkey Ham PFF, "Lite" Sausage.	I		
k.	Clarify directive on Approved Warehouses.	I		
l.	Issue a directive on restricted ingredients calculations.	I		
m.	Issue a directive on securing official product samples.	I		
n.	Evaluate results of industry study on procedures for trichinae treatment for proscuitto style products and initiate any followup needed.	II		
o.	Evaluate results of industry study on procedures for trichinae treatment for certain dry sausages and initiate any followup needed.	I		
p.	Evaluate results of ARS study on procedures for trichinae treatment for dry cured hams and initiate any followup needed.	I		
q.	Complete rulemaking to relieve requirements for sealing shipments of edible fats/oils.	I		
7.	Provide Technical Support	Ongoing	1.0	45
a.	Provide assistance to International Programs (IP) on policy/procedural matters.			
b.	Provide technical support and participate in planning and presentations of processing training.			
c.	Provide technical assistance to Codex Alimentarius, Agricultural Marketing Service (AMS), and other Federal Agencies.			
d.	Participate in task forces, docket committees, training, etc., led by other Agency units.			
Subtotal			20.2	954

Initiatives for Areas of Emphasis	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
Data Systems			
8. Continue development and evaluation of quality control (QC).			
a. Devise procedures for electronic transmission of comments on QC systems/programs. (Objective 3, p.8)		.4	18
b. Contract for revision of TQC database to make it user friendly. (Objective 2, p.8)	III	1.0	83
c. Put QC logging and tracking system on HP-3000 and acquaint MPIO regions and headquarters with it. (Objective 3, p.8)	II	.3	15
d. Develop a statement of work for contracting system development of ADP control of proximate analysis. (Objective 3, p.8)	II	.4	18
Discretionary Inspection			
9. Participate in Agency effort to design, test, and implement periodic inspection. (Objective 1 & 2, p.12)	IV	2.0	90
Reduction of Microbiological Hazards			
10. Determine processes and safety projects. (Objective 1, p.20)			
a. Initiate rulemaking on dry and semi-dry fermented sausages specifying minimal processing requirements.	IV	1.0	45
b. Issue proposal on jerky-type products specifying minimal processing requirements; analyze comments; and develop framework of final rule.	II	.9	41
Technical Capability			
11. Explore improved processing inspection for at least one inspection activity (ISWP or TQC) to be set up as a prototype in a plant to be determined. (Objective 1, p.25)	IV	.8	36
Subtotal		6.8	346
Total		27.0	1,300



Table 6.—Program Training Division, MPITS

## FY 1988 Proposed Activities and Resources

Recurring Activities	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
1. Design and develop performance systems, instructions systems, and instructional aids for the technical and supervisory training of MPI employees.		22.5	1,232
a. Update existing training materials.	Ongoing		
b. Conduct a curriculum study in the area of slaughter inspection.	IV		
c. Evaluate and restructure the Processed Food Inspection Training Program using the Processed Food Inspection Curriculum Guide as a framework.	IV		
d. Develop instructional programs and materials that meet Agency needs in scientific, technical, and supervisory/management areas for:			
(1) Meat & Poultry Operations.			
(a) Discretionary Inspection.	II		
(b) Stress Management Program for Supervisors and Inspectors.	IV		
(c) Inspection System and Work Plan.	II		
(d) Residues	IV		
(e) New Circuit Supervisors.	IV		
(f) Develop maintenance programs and materials for MPIO field personnel in the scientific, technical and supervisory/management areas.	IV		
(g) Followup training on conduct of plant and inplant performance system reviews.	IV		
(h) Pre-operational Sanitation.	IV		
(i) Pest Control Training Program.	IV		
(j) Supervisory IIC's.	IV		
(k) Streamlined Inspection Procedure Poultry—All species.	II		
(l) Streamlined Swine Inspection Procedure.	IV		
(m) Food Technologists Train the Trainer Program	IV		
(n) Inspection Decision Support System.	IV		
(o) Cooperative Government/Industry Inspection Procedure.	IV		
(p) Inspection and Industry to Support Implementation of Total Quality control Labeling (TQCL) Regulations.	II		
(q) Cattle SIS—videotapes.	III		
(r) Advanced Inspection Training.	IV		
(s) Trim Guidelines for Poultry.	IV		
(t) Slaughter QC Correlation session.	I		
(u) Trim Guidelines for Cattle, Swine, and Sheep.	IV		
(v) Pathology.	IV		
(w) Streamlined Inspection Procedure Sheep.	IV		
(x) Basic Microbiology for Inspectors.	IV		
(y) Hot/Cold Skinned Calves.	IV		
(z) Canned Product Container Defect.	I		
(aa) Canned Product Sample Selection.	I		

- (2) Science Program.
  - (a) Preparation of 1988 Compound Evaluation and Analytical Capability Annual Residue Plan Document. II
  - (b) August 1, 1988, Revision of Chemistry Quality Assurance Handbook. IV
  - (c) SOS Performance Guide for Feed. II
  - (d) SOS Performance Guide for Blood-Swine. II
  - (e) SOS Performance Guide for Blood-Chicken and Turkeys. IV
  - (f) Quality Assurance Annual Report. I
  - (g) Sample Preparation Performance Guide Development. IV
  - (h) Revision of the STOP manual. I
  - (i) Calf chloramphenicol (CAM) Test Instructional Guide. I
- (3) International Programs.
  - (a) Port Laboratory Tests. II
  - (b) Advanced specialized import training incorporating program changes. IV
  - (c) Structured training for new inspectors. IV
  - (d) Certificate completion. II
  - (e) Documents examiner training incorporating AIIIS enhancements. IV
  - (f) Inspection of Product Export. Ongoing
  - (g) Systems approach in residues risk area. IV
  - (h) Foreign Nationals. Ongoing
- (4) Technical Services.
  - (a) QC seminars for small plants. II
  - (b) Discretionary Inspection orientation for plants. III
  - (c) Conversion of Lesson Plans to computer format. IV
  - (d) Computer usage. II
  - (e) Redesign training modules in Processed Food Inspection, Slaughter Inspection, and Supervision and Management. IV
  - (f) Directed Studies. IV

2. Deliver technical training to target population.

12.0

648

- a. Conduct training courses for assembled groups in Total Quality Control, Canning Inspection, Slaughter QC, Supervision/ Management, Carcass Disposition, Food Technologist Training, VMO Plant Responsibilities, MPI Overviews, and orientation. Ongoing
- b. Conduct trainee-paced training courses for cross training and induction training for food inspectors in red meat and poultry slaughter and basic processed products inspection. Ongoing
- c. Supply individual employees with training/learning resources as follows:
  - (1) Process requests for audiovisual programs. Ongoing
  - (2) Process directed studies. Ongoing
  - (3) Process requests for programmed instruction and job guides. Ongoing
- d. Conduct special training courses, on request, for program and nonprogram groups and individuals, such as industry, State inspectors, university professionals and students, and foreign nationals. Ongoing
- e. Conduct special training for individuals when requested by directors and managers and State programs. Ongoing

f.	Develop and/or obtain resources for the Education and Development Program. These resources will include university-based and tailored courses.	Ongoing		
g.	Conduct train-the-trainer for new field trainers.	Ongoing		
3.	Provide assistance to MPI managers and other FSIS organizational units in the analysis of human performance problems.	Ongoing	2.0	126
4.	Provide assistance to FSIS managers by participating in task forces, study groups, ad hoc requests, etc.	Ongoing	3.0	190
5.	Determine the adequacy of veterinary and food technology field training.	Ongoing	2.0	140
Subtotal			41.5	2,336

Initiatives for Areas of Emphasis	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
Technical Capability			
6. Coordinate the information resource management (IRM) training of Agency personnel utilizing the IRM curriculum document. (Objective 1, p.25)	I-IV	.5	24
7. Accomplish the relocation of the Ft. Worth Training function to a University site to enhance the technical and scientific content of Agency training programs. (Objective 2, p.25)		1.0	40
Subtotal		1.5	64
Total		43.0	2,400

Table 7.—Slaughter Inspection Standards and Procedures Division, MPITS

## FY 1988 Proposed Activities and Resources

Recurring Activities		Completion Schedule  (Quarter)	Activity Resources	
			FTE	Dollars (000)
1.	Modernize slaughter inspection procedures	IV	6.0	380
a.	Modify and work measure the Streamline Inspection Systems-Swine and expand the number of demonstration pilot plants. Publish the final rule with carcass finished product standards and assist in the implementation of the systems.			
b.	Expand the number of demonstration pilot plants and work measure Streamline Inspection Systems-Cattle. Publish the final rule and assist in the implementation of the systems.			
c.	Expand the number of demonstration pilot plants and work measure Streamline Inspection Systems-Poultry. Publish the final rule and assist in the implementation of the systems.			
d.	Design, develop and test the Streamline Inspection Systems-Sheep.			
2.	Develop slaughter inspection standards.		2.5	165
a.	Publish final rule for poultry giblet finish product standards.	IV		
b.	Develop standards for uteri/ovaries from cattle, calves, sheep, goats, swine, and horses.	III		
c.	Re-evaluate the standard for swine, cattle, calves, sheep, goat, and horse tongues and determine the presence of threadworms.	III		
d.	Develop a standard for reprocessing or salvaging contaminated swine heads.	II		
e.	Conduct study on livestock by-products saved for animal food.	II		
f.	Develop inspection and salvage standards for osteomyelitis and synovitis in Turkeys.	III		
g.	Develop a FPS for sheep carcasses.	IV		
3.	Develop new systems to improve the efficiency of inspection.		3.0	135
a.	Develop a two-point hang inspection procedure for turkeys.	II		
b.	Evaluate industry moisture absorption and carcass spray partial quality control program and develop inspection monitoring systems.	Ongoing		
c.	Evaluate various systems for reconditioning food animal carcasses.	Ongoing		
d.	Evaluate various chemical bacteriostatic/ bactericidal treatment programs for food animal carcasses and develop inspection monitoring systems.	Ongoing		
e.	Design and conduct study and develop new inspection procedures for hot/cold skinned calves.	III		
4.	Participate in the rulemaking on irradiation for poultry.	IV	.10	5
5.	Design and test alternate inspection systems to accommodate new slaughter technology.	Ongoing	.65	45



6.	Assist in the evaluation of "equal to" inspection programs from foreign countries.	Ongoing	.25	15
7.	Manage the Animal Disease Reporting System, including continually evaluating reported data for disease trends, conducting special surveys, and issuing periodic reports on animal diseases and conditions.	Ongoing	1.5	102
8.	Develop generic on-line partial quality control programs for NELs, NTIS, SIS-QC in swine and cattle inspection systems which can be approved by the circuit supervisor, the area or the region.	II	.25	32
9.	Manage a program to develop and train Agency veterinarians for Washington staff positions.	Ongoing	1.0	80
10.	Develop and test a system which food inspectors can use to make selected disposition of food animals carcasses.	IV	.5	30
11.	Review and convert field instructions to directive format for slaughter inspection of livestock and poultry.	Ongoing	.5	30
12.	Develop alternate ante-mortem inspection requirements for livestock and modify the use of MP-402-2 for identifying suspects. Clarify the definition of "holding pens." Publish proposed rules.	III	.5	30
13.	Publish final regulations for the handling of condemned product containing residues.	I	.25	15
14.	Publish final regulations to permit the use of air injection during dressing operations.	I	.25	15
15.	Publish a proposal for handling and storing condemned product in small plants with no rendering facilities.	III	.5	30
16.	Modify chilling requirements for poultry (9 CFR 381.66) to provide flexibility for using partial quality control programs. Publish proposed rule.	IV	.75	30
17.	Manage the data entry and validation services. a. Improve data QC checks for poultry data. b. Evaluate application of data.	Ongoing	.5	20
Subtotal			19.0	1,159

Initiatives for Areas of Emphasis	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
Slaughter Inspection Modernization			
18. Encourage industry use of Hazard Analysis and Critical Control Point (HACCP) program. (Objective 1, p.23)	III	.5	30
a. Develop concepts for using HACCP Program in the control of poultry slaughter processes in pilot plants.			
b. Develop guidelines for using the HACCP Program that can be used on a voluntary basis by other plants.			
19. Analyze each slaughter inspection function using the data base and risk assessment generated in the hazard analysis. Determine monitoring methodology for allocating inspection resources to inspection tasks based on the risks associated with each animal or bird. (Objective 2, p.23)	IV	.5	30
20. Use improved technology to enhance poultry inspection efficiency. (Objective 3, p.23)	IV	1.5	67
a. Analyze each poultry inspection task and determine the most efficient method of conducting the task using the newest available technology.			
b. Expand the number of demonstration pilot plants for the cooperative Government/industry inspection system in all species of poultry. Publish a proposed rule.			
c. Investigate the possibility of using vision technology in poultry inspection.	III		
21. Develop carcass trimming standards for poultry and livestock. Place standards on videotape and/or 35mm slide film for implementation and maintenance of new inspection systems. (Objective 3, p.23)	IV	.5	30
Subtotal		3.0	157
Total		22.0	1,316

Standards and Labeling Division, MPITS

Table 8.—FY 1988 Proposed Activities and Resources

Recurring Activities	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
1. Conduct prior label approval program to ensure that meat and poultry products are formulated with safe and suitable ingredients and are labeled in a manner which is truthful, informative, and not misleading in accordance with the Acts and Regulations.	Ongoing	16.0	630
a. Review labels and issue approvals and disapprovals as appropriate.			
b. Review and process all appeals of labeling decisions.			
c. Transmit correspondence which relates to the approval status of specific labeling and answers interpretative questions as they relate to the label approval functions.			
d. Audit sketches, labels, and IIC label approvals and issue modifications as appropriate.			
2. Continue efforts to increase the efficiency and effectiveness of the label approval function.		1.0	40
a. Issue quarterly reports to the field on the status of field label approval efforts, identifying trends, participation, and error rate.	Ongoing		
b. Test generic label approvals in plants under Periodic Inspection.	II		
3. Design and implement systems to improve the efficiency and effectiveness of prior label approval as a public protection mechanism.		2.0	80
a. Review and evaluate label review practices and make recommendations for improvement.	I		
b. Coordinate and implement a system that assures that policies and guidelines are documented.	Ongoing		
4. Develop new policies, procedures, regulations and guidelines relative to the standards and labeling of meat and poultry products.		5.6	236
a. Publish a final rule for the use of sodium lactate and potassium lactate as flavoring agents and flavor enhancers.	II		
b. Publish a final rule for the use of BHA (butylated hydroxyanisole), BHT (butylated hydroxytoluene), propyl gallate, and TBHQ (tertiary butylhydroquinone).	IV		
c. Publish a rule for the use of glucono-delta-lactone as an acidifier alternate in binder matrix and as an acidifying agent.	I		
d. Publish a final rule to incorporate text references for binder use in the table of approved substances and for the use of several binders.	II		
e. Take final action on proposed rules for the use and labeling of nonmeat proteins.	IV		
f. Publish a proposed rule to establish PFF standards and controls for turkey ham products.	II		
g. Take action on an interim final rule for the use of color preservatives in fresh pork cuts.	II		
h. Publish a proposed rule to establish standards			

	for partially rendered meat items.	II		
i.	Publish a proposed rule to revise the format for the table of approved substances and to incorporate text references of food additive approvals in the table.	III		
j.	Publish a proposed rule for the use of blood components as ingredients in meat food products.	II		
k.	Publish a proposed rule to identify the criteria under which certain products containing meat are exempt from Federal inspection.	II		
l.	Take action on a notice of petition for labeling of mechanically separated species.	II		
m.	Establish expedited procedures for the approval of various food additives deemed GRAS by FDA opinion letters.	II		
n.	Issue a policy memo for the use and labeling of fish and fishery products in meat and poultry products.	II		
o.	Finalize action on AMI Lite Sausage Petition.	I		
p.	Publish a proposed rule for labeling of irradiated pork.	I		
q.	Establish criteria for evaluating the propriety of health-related claims on meat and poultry product labels.	II	.5	22
5.	Maintain an automated data system of label decisions (LIS) and other data needed to support the prior label approval system. Upgrade the data system to increase usefulness and improve accessibility. Assist Agency users in accessing and using label information.		5.0	170
a.	Update label information system regarding label review decisions.	Ongoing		
b.	Evaluate documentation and implementation of LIS-ADP system for independent access by Agency users.	IV		
c.	Review data available on the LIS system and discard out-of-date data.	Ongoing		
6.	Continue and complete ongoing projects.		4.5	135
a.	Evaluate petitions for use of various food ingredients.	Ongoing		
b.	Issue policy memos to clarify position and ensure truthful labeling practices.	Ongoing		
c.	Issue changes as appropriate in Standards and Labeling Policy Book.	Ongoing		
d.	Issue amenability determinations consistent with Agency guidelines.	Ongoing		
e.	Participate in activities of the Codex Alimentarius Commission.	Ongoing		
f.	Review proprietary mix formulations for acceptability and accurate labeling.	Ongoing		
g.	Continue in an advisory role on the adequacy of point of purchase material.	Ongoing		
h.	Reissue FSIS directives.			
	(1) Net weight compliance (MPI Bulletin 211 and 17.10 Manual).	I		
	(2) Label Approvals. (17.1 Manual).	I		
Subtotal			34.6	1,313

Initiatives for Areas of Emphasis	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
Data Systems			
7. Maintain an automated data system of label decisions (LIS) and other data needed to support the prior label approval system. Upgrade the data system to increase usefulness and improve accessibility. Assist Agency users in accessing and using label information			
a. Review and evaluate the contractor-recommended data retirement module for use with the LIS-ADP system and determine if a similar system may be developed for mandatory retirement of labels. (Objective 2, p.8)	IV	1.0	45
b. Develop a nutrition labeling verification database to more effectively review the required nutrition labeling verification (NLV) data and to make timely recommendations concerning the accuracy of nutrition labeling. (Objective 1, p.8)	III	1.0	45
c. Review labels bearing special animal production claims and develop guidelines in accordance with the Agency's verification production control program. (Objective 1, p.8)	Ongoing	.5	20
Reduction of Microbiological Hazards			
8. Develop new policies, procedures, regulations and guidelines relative to the standards and labeling of meat and poultry products. (Objective 1, p.20)			
a. Publish a proposed rule for the use of sodium lactate as an antimicrobial agent.	III	.6	27
b. Publish a proposed rule for the use of organic acids as antimicrobial agents.	I	.6	27
c. Take action on a petition for the use of potassium sorbate as a mold retardant in sauces.	I	.6	27
d. Publish a proposed rule for the use of lactic acid starter culture in refrigerated meat and poultry products as a temperature abuse indicator.	III	.7	32
e. Issue a policy memo which establishes labeling criteria and identifies the nature of processing procedures needed for label approval of cooked, partially cooked, and ready-to-eat products.	III	.7	32
f. Publish a proposed rule for labeling of irradiated poultry and products containing irradiated poultry.	II	.7	32
Subtotal		6.4	287
Total		41.0	1,600



Table 9.—Technology Transfer and Assessment Staff, MPITS

## FY 1988 Program Activities and Resources

Recurring Activities	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
1. Provide support to the Technology Assessment Steering Committee (TASC).	Ongoing	2.0	100
a. Prepare information papers for consideration by the Committee.			
b. Conduct technology assessment as directed.			
c. Prepare for meetings of the Committee.			
2. Communicate relevant scientific and technical information to the Agency.		2.0	100
a. Publish the Memorandum of Screening and Surveillance (MOSS).	Quarterly		
b. Present technical seminars.	Quarterly		
c. Prepare special reports on topics of particular interest.	Ongoing		
d. Participate in and direct special technology-related projects.	Ongoing		
3. Acquire and analyze technical information likely to have an impact on the FSIS mission.	Ongoing	2.0	100
a. Establish and maintain technical contacts in the United States and foreign countries.			
b. Participate in technical conferences and meetings.			
c. Conduct literature searches, and maintain dialogues with other FSIS staffs to identify and focus on useful technologies.			
Total		6.0	300

***“Science is realigning its Program management to better accomplish two key Agency goals: reduction of microbiological contamination of product and enhancement of the control of drug and chemical residues. To meet these challenges, Science is developing or adopting new technology and new procedures to make inspection more effective.”***

The Science Program provides the Agency with scientific guidance and support in chemistry, epidemiology, microbiology, pathology, toxicology, nutrition, parasitology, and mathematics and statistics. These support services are designed to assure product safety from disease, harmful chemicals, toxins and food poisoning microorganisms, as well as to prevent economic fraud and unsanitary preparation. These goals are achieved by:

- Directing the development and improvement of practical analytical procedures for detecting adulterants and chemical residues in meat and poultry products and coordinating an accredited laboratory program and quality assurance program.
- Developing the analytical methods for microbiological and biological applications to protect the public health. The Science Program is responsible for developing concepts and strategies to control microbes in food and is participating with or assisting other Federal public health or food regulatory agencies in coordinated efforts to investigate and control microbial problems in the food industry.
- Providing the scientific basis for procedures used to conduct antemortem inspection of food animals and for condemnation of animals, carcasses, or meat bearing infectious or toxic agents which may be hazardous to human health.
- Providing statistical consultation and analysis to all program areas. This includes participation in developing, designing and evaluating the inspection technology, laboratory methods and information gathering procedures. It also includes the formulation and design of scientific experiments and field trials.
- Developing and coordinating programs to protect the public health from livestock and poultry products adulterated with chemical residues and environmental contaminants. Science serves as the FSIS focal point for residue-related matters. It also prepares hazard and exposure profiles on chemicals, ranks their importance as potential food contaminants, and uses this information to plan domestic and import residue testing programs to detect, investigate and control residues.
- Providing analytical, consultative, and planning services in the areas of food ingredients, nutrition, and product safety. Science conducts mandatory prior evaluations of the safety of chemical



M.A. Norcross

compounds including direct and indirect food additives for use in federally inspected meat and poultry plants. In addition, Science coordinates formulation of FSIS nutrition policy related to the wholesomeness and proper labeling of meat and poultry products as well as conducts health, safety, and exposure assessment for food ingredients, additives, and residues.

- Planning and directing Agency and contract-supported analysis of food chemistry samples of domestic and imported meat and poultry products. Such services are provided by either field service laboratories in Athens, Georgia; St. Louis, Missouri; and Alameda, California, or through contracts with non-Federal laboratories.

### Major Accomplishments for FY 1987

The Science Program published the Compound Evaluation and Analytical Capability/National Residue Program Plan and the *Domestic Residue Monitoring Data Book* for years 1983, 1984, 1985. In addition, it completed a Compound Evaluation System (CES) for ranking the importance of

compounds and ten additional compounds were given CES rankings. Science had the lead role in developing a Residue Violation Information System (RVIS) which provides a current source of information, on line to FSIS and FDA headquarters and field offices, on residue violations and follow-up activities. To encourage residue prevention at all stages of animal production, a proposed regulation was developed for a voluntary Verified Production Control (VPC) program. Also, Science developed an interim final regulation for the Calf Antibiotic and Sulfonamide Test (CAST) implant regulatory program.

Science developed a method to detect pork or beef in cooked products, a method for more rapid and improved detection of *Listeria monocytogenes*, and an improved method for detecting the level of microbiological contamination of red meat carcasses. Science also participated in 17 major method development projects that allow increased monitoring of chemical residues in animal tissues.

Other major accomplishments include the publication of the accredited laboratory rule and approval of a number of private laboratories for the inspection of horses and swine for *Trichinella spiralis*. Also, a series of scientific papers were prepared to aid Agency policy decisions on matters such as listeriosis, salmonellosis, caseous lymphadenitis, bovine leukemia, thyrotoxicosis, cysticercosis, and a monograph on the public health implications of mycobacteriosis in swine was published.

The conversion to FSIS common coding of the Laboratory Sample Flow System and the Microbiological And Residue Computer Information System was completed.

### **Initiatives for FY 1988**

In 1988, emphasis will be placed on developing more directed sampling programs to strengthen the link between

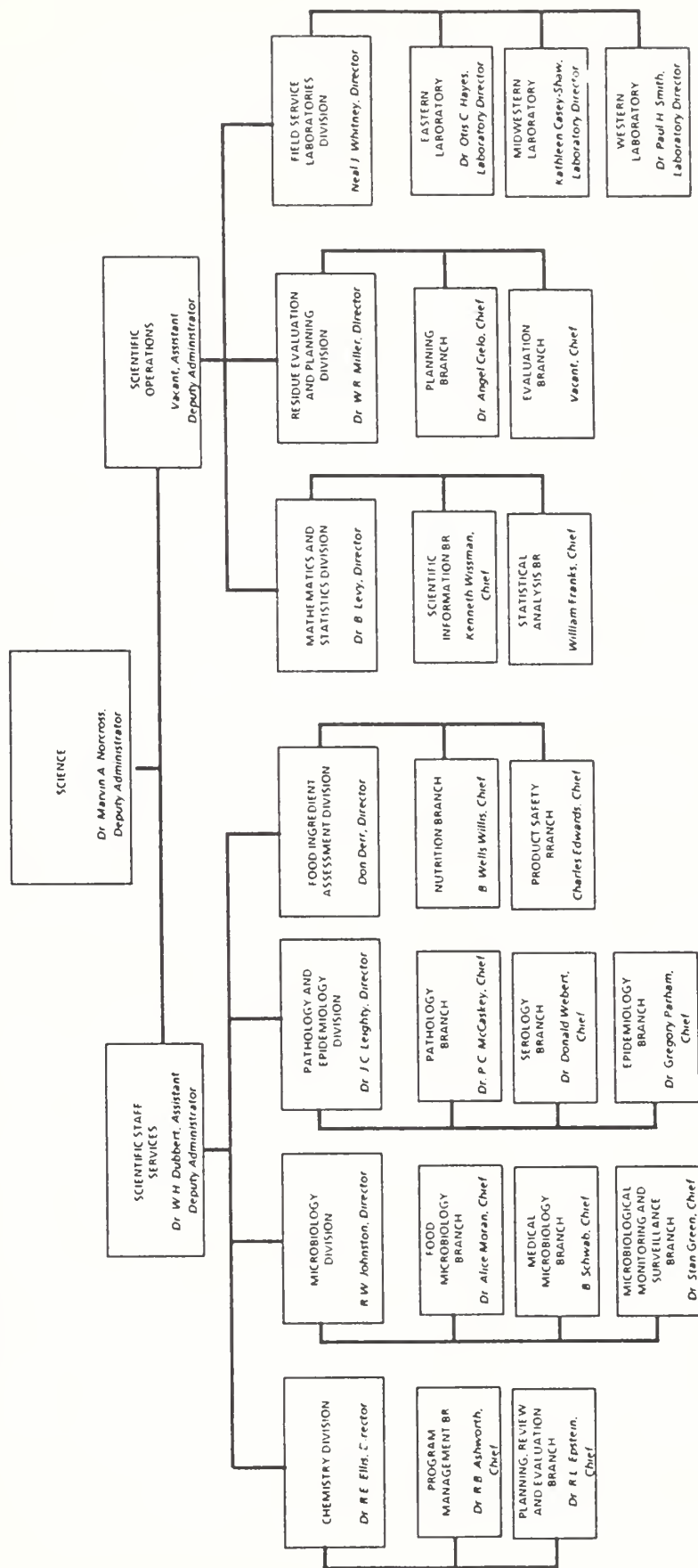
detection of residues and enforcement. Science also plans to complete a regulation to implement swine sulfa implant testing and to provide incentives to the industry to adopt management systems that prevent violative levels of residues.

Major initiatives to reduce microbial contamination include an evaluation of a partially automated system for food microbiology, development of a method to enumerate pathogens present in fish, and the development of a method to enumerate *Listeria monocytogenes* in meat and poultry. In addition, Science will develop a method to detect ovine protein in cooked meat and poultry and establish new monitoring programs for meat and poultry products with added emphasis on *Listeria monocytogenes* and *Salmonella*. An accredited laboratory program for *Listeria monocytogenes*, *Salmonella*, and trichinina will be implemented.

Science will also complete a review of the process used to evaluate the safety of proprietary direct and indirect food additives and non-food compounds and initiate a project to develop standards of safety, which suppliers can apply to their own products to determine acceptability. In addition, Science will create a separate database of food consumption data.

Testing systems for the simultaneous identification of cattle infected with bovine tapeworm and brucellosis and swine infected with trichina and toxoplasma will be evaluated. A 3-year study will be conducted to determine the identity and prevalence of tumors in food animals. Videotapes and an atlas on food animal pathology will be prepared for the use of Agency veterinarians. In addition, methods for specifically identifying the principal cause of condemnation for each class of food animals will be developed.

# FOOD SAFETY AND INSPECTION SERVICE SCIENCE



THE FUNCTION OF SCIENCE IS TO PROVIDE SCIENTIFIC GUIDANCE AND SUPPORT FOR FSIS PROGRAMS; IDENTIFY, RECOMMEND, AND COORDINATE THE ESTABLISHMENT AND CONDUCT OF APPROPRIATE RESEARCH PROJECTS; OPERATE THE FSIS REGULATORY FIELD SERVICE LABORATORIES; MAINTAIN LIAISON WITH NATIONAL AND INTERNATIONAL LABORATORIES; CONDUCT A PROGRAM, INTRAMURALLY OR THROUGH CONTRACT(S), OF SCIENTIFIC DATA COLLECTION AND REVIEW; COORDINATE THE ESTABLISHMENT OF AGENCY NUTRITIONAL POLICIES; AND APPROVE USE OF FOOD ADDITIVES IN MEAT AND POULTRY PRODUCTS

## Science

**Table 1.—Resources Planned for FY 1988**

Program Area Divisions	Recurring Activities		Initiatives for Areas of Emphasis		Total	
	FTE	Dollars (000)	FTE	Dollars (000)	FTE	Dollars (000)
Office of the Deputy Administrator	16.0	(855) <sup>1</sup>			16	(855) <sup>1</sup>
Chemistry	17.6	1,124	1.4	93	19	1,217
Field Science Laboratories	205.0	11,983	1.0	294	206	12,277
Food Ingredient Assessment	31.0	1,267			31	1,267
Mathematics and Statistics	11.8	792	6.2	421	18	1,213
Microbiology	19.0	970	18.0	839	37	1,809
Pathology and Epidemiology	11.7	661	5.3	279	17	940
Residue, Evaluation and Planning	9.1	507	9.9	670	19	1,177
<b>Total</b>	<b>321.2</b>	<b>17,304</b>	<b>41.80</b>	<b>2,596</b>	<b>363</b>	<b>19,900</b>

<sup>1</sup>Includes resources for Science Administration support staff, coordination of FSIS/ARS research activities, professional development programs in selected scientific disciplines, coordination of laboratory facilities maintenance and safety programs, and management support to the Agency.

**Table 2.—Initiative Resources by Area of Emphasis Planned for FY 1988**

Areas of Emphasis	FTE	Dollars (000)
Animal Disease Control	6.0	434
Compliance Initiatives	3.0	135
Data Systems	6.2	421
Discretionary Inspection		
Import Inspection Initiatives		
Prevention of Unsafe Residues	14.3	1,019
Reduction of Microbiological Hazards	12.0	567
Slaughter Inspection Modernization		
Technical Capability	.3	20
<b>Total</b>	<b>41.80</b>	<b>2,596</b>



**Table 3.—Chemistry Division, SCI**  
**FY 1988 Proposed Activities and Resources**

Recurring Activities	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
1. Provide technical management in the planning and development of analytical methods suitable for FSIS regulatory program. Coordinate the transfer of methodology and technology to FSIS and contract laboratories when appropriate.		3.4	189
a. Continue assessment of robotics for selected analytical procedures. Introduce successfully evaluated methods.	IV		
b. Coordinate the development and documentation of mass spectrometry confirmations for selected residue compounds in species and tissues of interest.	Ongoing		
c. Provide technical direction for the laboratory evaluation of new, commercially-available, rapid test procedures and/or improved procedures for residue and for food chemistry.	Ongoing		
d. Improve and extend methods for the analysis of meat and poultry as called for by the annual residue plan.	Ongoing		
e. Coordinate the development of rapid assays for residues for use in the Field Service Laboratories as needed.	Ongoing		
f. Coordinate studies of various maximum internal temperature methods with APHIS and other interested organizations.	Ongoing		
g. Expand the currently used gel permeation extraction procedure for pesticides to include additional pesticides and herbicides.	IV		
h. Develop contract proposals to meet Agency needs consistent with available funds.	Ongoing		
2. Manage and coordinate the Accredited Laboratory Program.		4.0	230
a. Evaluate the feasibility of expanding the number of tests for which laboratory accreditation is granted.	Ongoing		
b. Monitor accredited laboratories for compliance with the accredited laboratory rule.	Ongoing		
c. Coordinate, and in cooperation with Laboratory Staff Officers, conduct technical preaccreditation laboratory reviews and evaluate laboratory ongoing analytical capability by conducting onsite reviews according to standard operating procedures.	Ongoing		
d. Review and update history files and interlaboratory accreditation maintenance reports for monitoring the performance of accredited laboratory testing.	Ongoing		
e. Expand the computer systems for new analyses included in the accredited laboratory testing.	Ongoing		
f. Provide appropriate training to laboratory staff officers in accredited laboratory operations and laboratory review procedures.	Ongoing		
g. Publish semiannual reports on the performance of the accredited laboratories.	Ongoing		

3.	Conduct a laboratory Quality Assurance Program.	3.7	210
a.	Conduct technical reviews of the Chemistry Sections of the FSIS Field Service Laboratories (FSL's), contract laboratories, and Agricultural Marketing Service Laboratories (AMS).	Ongoing	
b.	Expand laboratory review guidelines and information profiles to include new methods introduced into FSIS and contract laboratories.	Ongoing	
c.	Coordinate check sample programs for FSIS contract, AMS, Accredited, State, and foreign laboratories. Provide evaluation reports.	Ongoing	
d.	Explore the feasibility, with International Programs, of expanding the international check sample program for food and residue chemistry samples.	Ongoing	
e.	Review State inspection program participation and analytical proficiency in the check samples programs.	Ongoing	
f.	Revise and update the Chemistry Laboratory Guidebook and the Chemistry Quality Assurance Handbook to reflect new quality assurance activities. Coordinate distribution of these publications.	Ongoing	
g.	Provide technical direction to FSIS Field Service Laboratories for Quality Assurance Plans for methods used in FSL's, foreign, and other cooperating laboratories.	Ongoing	
h.	Continue developing chemical method hazard analysis for analytical procedures currently in use or to be introduced in the FSL's.	Ongoing	
i.	Provide direction to and oversight of the reference repository in the FSL's for standards and tissue used in analyses.	Ongoing	
j.	Provide direction to and oversight of studies performed by the FSL's to determine the stability of specified analytes in frozen tissues for the Quality Assurance Program.	Ongoing	
k.	Provide quarterly reports and publish an annual report of quality assurance activities.	Quarterly	
l.	Expand and improve the quality assurance data management system.	Ongoing	
m.	Develop quality assurance programs for personnel conducting onsite analytical chemistry tests.	Ongoing	
4.	Provide program-wide support.	3.0	198
a.	Participate in the Standing Committee for the Review of Foreign Residue Programs.	Ongoing	
b.	Conduct reviews of foreign residue programs as required by the Standing Committee for the Review of Foreign Residue Programs.	Ongoing	
c.	Participate in the State Certification and Oversight Task Force and Review Team to determine equal-to status of State inspection programs.	Ongoing	
d.	Participate in the planning of the National Residue Program to assure adequate test methods and quality assurance programs are established.	Ongoing	
e.	Participate with and provide technical direction to the Residue Evaluation and Planning Division and Field Service Laboratories Division in reviewing Unidentified Analytical Responses (UAR's) to determine the need for additional analytical investigations.	Ongoing	
f.	Expand capability to identify UAR's to veterinary drug multi-residue procedures such as sulfonamides and benzimidazoles.	Ongoing	

g.	Revise and develop policy and procedures statements and directives related to Chemistry Division activities.	Ongoing		
h.	Provide technical assistance to emergency programs, compliance and other Agency divisions as needed.	Ongoing		
i.	Monitor contracts and agreements to investigate residues, provide analytical services and develop methods.	Ongoing		
j.	Provide guidance and technical information for the annual publication of the Compound Evaluation and Analytical Capability book.	Ongoing		
k.	Provide technical guidance and information to the Surveillance Advisory Team (SAT) to establish priorities for annual plans.	Ongoing		
5.	Coordinate activities with other organizations.		2.0	165
a.	Coordinate FSIS participation with industry, FDA, EPA, and as appropriate, foreign laboratories in validation of analytical methods.	Ongoing		
b.	Coordinate analyst qualification studies for analytical methods in the FSL's.	Ongoing		
c.	Coordinate data collection and publish results of special studies and analytical methods.	Ongoing		
d.	Conduct peer reviews of manuscripts submitted for publication as requested.	Ongoing		
e.	Coordinate field studies of rapid chemistry tests for inplant use as appropriate.	Ongoing		
6.	Conduct chemistry planning activities for Agency related programs.		1.5	132
a.	Organize interagency groups with responsibility for tracking and evaluating progress on new analytical methodology developments.	Ongoing		
b.	Assess new analytical technological developments related to residue and food chemistry analysis.	Ongoing		
c.	Prioritize and update analytical technology needs for development of analytical methods for compounds of interest and in accordance with CES.	Ongoing		
d.	Hold annual symposium with outside technical experts to evaluate advances in analytical chemistry, new methodology and new instrumentation relevant to Agency needs.	IV		
Subtotal			17.6	1,124

Initiatives for Areas of Emphasis	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)

### Prevention of Unsafe Residues

7.	Develop an assay for the determination of specific pesticides, herbicides, and drugs, with aniline metabolites or hydrolysis products in accordance with Compound Evaluation System (CES). (Objective 3, p.18)	IV	.3	20
8.	Initiate the development of a forensic response program by preparing information profiles on laboratories and institutions performing forensic analyses. (Objective 3, p.18)	II	.3	20

9.	Review the Agency needs and identify areas where semi-quantitative screening methods of analysis will be effective. (Objective 3, p.18)	IV	.5	33
<b>Technical Capability</b>				
10.	Evaluate and obtain sources for contracting specific aspects of the quality assurance program. (Objective 2, p.25)	II	.3	20
Subtotal			1.4	93
Total			19.0	1,217

Table 4.—Field Service Laboratories Division, SCI

## FY 1988 Proposed Activities and Resources

Recurring Activities	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
1. Provide laboratory management.	Ongoing	4.0	176
a. Develop policy, guidelines, procedures, and operating criteria for laboratory management, administrative, scientific, and ADP activities.			
b. Coordinate, integrate and prepare program plans and budgets. Evaluate programs, policies and procedures that affect FSIS programs.			
c. Serve on and provide input to task forces, committees and panels.			
2. Continue the Field Service Laboratories' analytical program. Manage the non-residue chemistry program carried out by contract laboratories.		155.0	7,589
a. Provide continuing sample analyses of meat and poultry and their products.	Ongoing		
b. Conduct analyses and field reviews for the Accredited Laboratory Program and countries exporting to the United States.	As requested		
c. Provide training, consultation, and technical assistance to domestic and foreign nationals.	As requested		
d. Conduct special projects for other FSIS or USDA programs.	As requested		
e. Provide diagnostic microbiology support.	Ongoing		
3. Support existing and planned accredited laboratory programs.	Ongoing	1.8	79
a. Provide pre-accreditation check samples.			
b. Conduct pre-accreditation reviews of applicants and annual reviews of all current accredited labs.			
c. Provide on-going quality assurance evaluations of accredited laboratory results versus FSIS companion sample results.			
4. Provide rapid response analytical services to MPIO, Emergency Programs, CRS, Compliance and the Office of the Inspector General (OIG).	As required	8.0	351
a. Analyze routine and unusual sample matrices using routine or forensic techniques.			
b. Develop and modify methods to identify and quantify contaminants that rarely occur in meat, poultry and other matrices.			
5. Develop, evaluate, and modify analytical methods suitable for the FSIS regulatory program and transfer technology to other laboratories.	Ongoing	18.9	828
a. Develop methods and implement assays for drugs, pesticides, and industrial and environmental contaminants in species and tissues of interest.			
b. Provide analytical support for New Animal Drug Application Methods.			
c. Improve and modify regulatory methods to expand their analytical capability or specie/matrix applicability.			



6.	Manage and implement the analytical segments of FSIS quality assurance programs.	Ongoing	8.8	385
a.	Provide check samples and quality assurance analyses for FSIS, contract laboratories, AMS, accredited laboratories, State laboratories with "equal to" status and foreign laboratories.			
b.	Develop and implement quality assurance plans for new and existing methods, methods performed in only one laboratory and methods extended for extra label use in designated species.			
c.	Manage the reference standards repository program (including tissues). Procure, maintain, and disseminate standards and fortified tissues.			
7.	Manage and operate the LSFS, an automated laboratory sample information network.	Ongoing	8.2	360
a.	Implement data base management and quality assurance in the FSL automated sample information network.			
b.	Input data from FSIS and contract laboratories.			
c.	Provide management reports for intralaboratory operations.			
d.	Develop situation summaries, ad hoc information and recurring management reports for FSLD/OD, IP, MPIO, and CP.			
e.	Implement the conversion of all ADP functions and activities from the HP 250 to the HP 3000.			
8.	Establish contracts with qualified non-Federal laboratories to accomplish the FY 1988-90 Food Chemistry Analytical Program.	IV	.3	2,215
Subtotal			205.0	11,983

Initiatives for Areas of Emphasis	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
Prevention of Unsafe Residues			
9. Select contractors to analyze domestic and import program samples for sulfonamides (monitoring) and chlorinated hydrocarbons (monitoring and CRS). (Objective 3, p.18)	III	1	294
Subtotal		1	294
Total		206	12,277

Table 5.—Food Ingredient Assessment Division, SCI

## FY 1988 Proposed Activities and Resources

Recurring Activities	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
1. Plan and coordinate projects to meet Agency needs for data on contents of ingredients, nutrients, and other constituents in meat and poultry products. As appropriate, develop sampling programs to obtain data and/or develop recommendations on the use of existing data bases.	Ongoing	1	42
2. Serve as a source of information for the Agency on food science and nutrition-related topics; coordinate nutrition-related activities with other agencies and departments; and provide nutrition evaluations and clearances to FSIS staff.	Ongoing	3	124
a. Coordinate the development of nutrition policy with other agencies and departments by participating on committees to address such issues as public health messages on labels, nutrition claims, and national nutrition education programs.			
b. Coordinate research projects on nutrition and food science topics with other a agencies and departments.			
3. Plan and coordinate health, safety and exposure assessments of selected components of meat and poultry products and conduct food consumption studies.		5	208
a. Coordinate contracts for exposure assessments of residues as needed.	Ongoing		
b. Maintain computerized databases on supplemental food consumption information and generic formulations for meat and poultry products.	Ongoing		
c. Coordinate Science-related nitrosamine monitoring activities, including development of recommendations for improved operation and reporting systems.	Ongoing		
d. Coordinate statistical analyses of nitrosamine monitoring data to determine indicators which can be used to predict those samples not likely to exceed acceptable nitrosamine levels.	IV		
e. Coordinate development of formal procedures to assess contamination with radionuclides.	Ongoing		
4. Provide information on protein quality values (determined by animal bioassay) for ingredients used in meat and poultry products.		1	42
a. Maintain computerized database on protein quality information.	Ongoing		
b. Conduct a national symposium on the effects of processing methods on protein quality with emphasis on the comparison of PER and NPR.	III		
5. Coordinate scientific activities related to the development and implementation of Agency policy on food irradiation.	Ongoing	2	82
a. Participate in development and implementation of Agency policy and standards for food irradiation.			

b.	Coordinate the development and implementation of food irradiation dosimetry systems.			
	Coordinate irradiation research projects with other agencies and departments.			
	Maintain a computerized database of food irradiation information in cooperation with the National Agricultural Library.			
	Provide for technical outreach to disseminate information about the Agency's activities and policies concerning food irradiation.			
6.	Provide paper assessments of additives, packaging materials, and nonfood compounds to determine if they meet established safety requirements for use in meat and poultry establishments. Publish the "List of Proprietary Substances and Nonfood Compounds."	Ongoing	14	563
a.	Evaluate proprietary additive mixtures, such as branding inks and smoke flavors submitted by industry.			
b.	Evaluate nonfood compounds submitted by industry within a 6-week turnaround time.			
c.	Evaluate packaging materials submitted by industry within a 6-week turnaround time.			
d.	Operate and maintain the automated system to notify approximately 300 firms per quarter of the requirement to review the list of their authorized compounds and advise FSIS of their status.			
7.	Develop and disseminate information about additives and nonfood compounds. Develop criteria to formulate Agency policy on the use of these substances in meat and poultry establishments.		2	82
a.	Perform literature reviews on the safety of			
b.	Review the process used to evaluate proprietary direct and indirect additives and nonfood compounds to assess the effectiveness of the present system, develop recommendations for improvement, and implement changes as appropriate.	II		
c.	Initiate project to develop standards of safety appropriate for suppliers to apply to own products to determine acceptability of proprietary additives and nonfood compounds.	IV		
8.	Monitor packaging materials (approximately 600 samples per year).		2	82
a.	Operate and maintain a monitoring system to verify that materials comply with Federal laws.	Ongoing		
b.	Assess the effectiveness of the present monitoring system, develop recommendations for improvement, and implement changes as appropriate.	IV		
9.	Provide advice, counsel, and technical information for the Agency in the area of toxicology, including toxicological evaluation of food constituents and nonfood compounds to determine the degree of hazard involved in their intended use.	Ongoing	1	42
a.	Perform toxicological assessments.			
b.	Maintain a computerized database of toxicological assessments.			
c.	Assist in the development of educational material with regard to toxicology.			
Total			31	1,267

Table 6.—Mathematics and Statistics Division, SCI

## FY 1988 Proposed Activities and Resources

Recurring Activities	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)
1. Provide statistical services and intensive statistical support to all program areas in FSIS, including designs and services for laboratory methods development, field trials for inspection methods development, and development of acceptance sampling and monitoring procedures for processed products or imports, and chemical residue and microbiological contamination.	Ongoing	5.0	364
2. Provide IRM services to Science, managing databases and providing guidance on proposed applications systems, programming and computer communications.	Ongoing	3.5	230
3. Identify and apply to FSIS problems advances in statistical methodology and computer hardware and software.	Ongoing	.8	48
4. Continue documentation and improvement of existing random sampling procedures for MPIO, including assisting in the development of a short course in random sampling procedures for new inspectors and completion of the Random Sampling Handbook.	IV	.7	42
5. Manage the design, development and implementation of a generalized sample survey program.	Ongoing	.8	48
6. Formalize the Data Administration function within Science by issuing directives.	IV	1.0	60
Subtotal		11.8	792

Initiatives for Areas of Emphasis	Completion Schedule (Quarter)	Activity Resources	
		FTE	Dollars (000)

## Data Systems

7. Provide technical support to mini computer operators in three Field Service Laboratories to ensure adherence to established schedules for transmission of regulatory data. (Objective 5, p.8)	IV	.5	30
8. Implement the use of structured systems analysis and information management activities with the Science Division Data Administrators. (Objective 2, p.8)	IV	.3	18
9. Convert or otherwise accommodate to FSIS common coding standards for species and establishment location. (Objective 2, p.8)	IV	.2	12
10. Implement the use of FSIS IRM Curriculum Guide for training Science staff in IRM areas. (Objective 3, p.8)	II	.2	12

11.	Provide technical leadership in the establishment of a quality control approach to data management in FSIS. (Objective 2, p.8)	IV	.5	30
12.	Provide training and technical support to each Science Division for ad hoc inquiries to the Science data bases. (Objective 5, p.8)	IV	.5	30
13.	Provide capability for MPIO regional offices to check on the status of laboratory samples via remote terminals. (Objective 3, p.8)	II	.3	18
14.	Coordinate the implementation and use of USDA and other local area data networks to accelerate the movement of Science data and the reduction of data redundancy in FSIS. (Objective 5, p.8)	III	.3	18
15.	In conjunction with FSLD, provide sample "look-up" screens for laboratory supervisors and managers reviewing status and results of sample analyses. (Objective 3, p.8)	III	.3	18
16.	Establish internal reviews of Science data systems to evaluate their continuing adequacy and to examine alternatives. (Objective 2, p.8)	I	.6	35
17.	Conduct technical seminars on the mathematical and statistical methods of data interpretation pursuant to Science policy and decentralization of data use. (Objective 3, p.8)	IV	.5	30
18.	Begin implementation of selected recommendations of the IRM Study Report including planning and documentation for FY 89 procurements. (Objective 3, p.8)	IV	1.0	60
19.	Manage the design and development of residue inplant test information system. (Objective 1, p.8)	IV	.5	80
20.	As a member of the Information Resources Management Coordination Committee (IRMCC) participate in planning the implementation of data quality control. (Objective 4, p.8)	IV	.5	30
Subtotal			6.2	421
Total			18.0	1,213



Table 7.—Microbiology Division, SCI  
FY 1988 Proposed Activities and Resources

Recurring Activities	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
1. Develop analytical methods for the FSIS Science Program to make available to FLSD, other interested laboratories, and field use.		10.0	565
a. Establish methodology for the detection and identification of plastic-like material in food products.	IV		
b. Evaluate emerging technology including newly commercially obtainable DNA probes for detection of <i>Campylobacter</i> in foods.	IV		
c. Monitor a field trial of commercial application of acetic acid treatments during processing for pathogen control.	IV		
d. Determine outgrowth and recovery of intracellular <i>Listeria monocytogenes</i> that may be present in muscle meat.			
e. Expand/adapt ELISA type test for Field Service Laboratories identifying <i>Lincomycin</i> and monensin residues in tissues and body fluids.	IV		
f. Evaluate the STOP and CAST tests for the detection of additional antimicrobial residues.	IV		
2. Evaluate new commercial test kits for rapidly identifying microbials, animal species, bacterial toxins, and pathogenic/food poisoning organisms in meat and poultry product.	IV	2.5	113
3. Conduct quality assurance evaluations in microbiology disciplines with FSIS laboratories.		2.0	90
a. Antibiotics.	II, IV		
b. Species.	I-IV		
c. Food microbiology.	I-IV		
d. Extraneous materials.	I-IV		
4. Compile data for existing microbiological monitoring and surveillance programs and report findings/results quarterly.	I,II,III,IV	4.0	180
a. Species, import.			
b. Species, domestic.			
c. Antibiotic monitoring.			
d. <i>Salmonella</i> in cooked beef—national surveillance.			
e. <i>Salmonella</i> in cooked beef—national monitoring.			
f. National incidence of <i>Salmonella</i> in fresh beef.			
g. National incidence of <i>Salmonella</i> in pork.			
h. National incidence of <i>Salmonella</i> in fresh turkey.			
i. Cooked sliced canned ham and luncheon meat national monitoring.			
j. National incidence of <i>Salmonella</i> in broilers.			
5. Initiate and conduct new microbiological monitoring, surveillance, and exploratory programs and provide findings/results quarterly.	IV of 1989	.5	22
a. Develop a monitoring/surveillance program to			

- determine the bacterial levels of beef jerky.  
b. Develop a monitoring/surveillance program to detect the presence of poultry species in cooked meat product having no label declaration of poultry.

Subtotal	19.0	970
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Initiatives for Areas of Emphasis	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
Animal Disease Control			
6. Initiate and conduct studies relative to diagnostic medical microbiological activities.			
a. Conduct independent surveys to obtain animal disease intelligence data. (e.g., <i>Listeria</i> from CNS tissues of circling animals.) (Objective 1, p.4)	IV	.5	23
b. Conduct surveys with other USDA units. (e.g., detection of <i>Salmonella</i> in poultry flocks on the farm and in transport and on arrival.) (Objective 1, p.4)	IV	.5	23
Compliance Initiatives			
7. Develop a method to detect ovine species in cooked meat and poultry. (Objective 1, p.6)	III	3.0	135
Prevention of Unsafe Residues			
8. Develop a more sensitive method of differentiating the tetracycline group of antibiotics in meat and poultry. (Objective 3, p.18)	III	2.0	91
Reduction of Microbiological Hazards			
9. Establish new monitoring programs for cooked ready-to-eat meat and poultry products with added emphasis on <i>Listeria monocytogenes</i> and <i>Salmonella</i> . (Objective 1, p.20)	III	.5	23
10. Develop analytical methods for the FSIS Science Program to make available to FSLD, other interested laboratories, and field use: (Objective 2, p.20)			
a. Expand methodology to utilize automation for the analysis of food microbiology samples.	III	4.0	182
b. Develop more efficient laboratory methods for the recovery of microbial pathogens in fish and meat combination products.	IV	2.0	91
c. Develop a method to enumerate <i>Listeria monocytogenes</i> in meat and poultry.	IV	2.0	91
d. Determine the heat destruction of <i>Listeria monocytogenes</i> in cooked beef.	IV	1.0	65
e. Evaluate a catalase meter to determine its usefulness in the very rapid enumeration of bacteria in cooked meat and poultry.	III	.5	23

11.	Initiate and conduct new accredited laboratory programs.			
a.	Develop an accredited laboratory program to evaluate non-FSIS laboratories wishing to analyze meat and poultry products for the presence of <i>Salmonella</i> and prepare docket. (Objective 1, p.20)	IV	.5	23
b.	Develop an accredited laboratory program to evaluate non-FSIS laboratories wishing to analyze meat and poultry products for the presence of <i>Listeria monocytogenes</i> and prepare docket. (Objective 1, p.20)	IV	.5	23
12.	Initiate and conduct studies to evaluate critical control points.			
a.	Coordinate Science input on inplant microbiological surveys. (Objective 1, p.20)	IV	.5	23
b.	Conduct and provide scientific support to Agency inplant studies. (Objective 1, p.20)	IV	.5	23
	Subtotal		18.0	839
	Total		37.0	1,809

Table 8.—Pathology and Epidemiology Division, SCI

## FY 1988 Proposed Activities and Resources

Recurring Activities	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
1. Contribute to the development and application of criteria for the antemortem and postmortem inspection of food animals and meat.	Ongoing	.6	31
a. Evaluate current and develop new antemortem and postmortem inspection procedures.			
b. Work with veterinary supervisors to correlate antemortem and postmortem inspection activities nationally.			
c. Identify diagnostic pathology services needed by field veterinarians.			
2. Develop continuing education programs for Agency veterinarians.	Ongoing	1.5	78
a. Develop videotapes on the pathological lesions of food animals.			
b. Develop and distribute an Atlas of Meat Inspection Pathology.			
c. Prepare computer-based simulated case studies of responses by Agency personnel to actual incidents involving meatborne health hazards.			
3. Plan, assist and evaluate the programs for the Pathology sections of each of the Field Service Laboratories that provide diagnostic services to field veterinarians.	Ongoing	.6	31
a. Conduct two meetings of Science pathologists to review administrative and technical matters, and update scientific knowledge.			
b. Conduct one annual onsite review of each Pathology Section to identify and assure that activities are uniformly directed toward national program objectives.			
c. Conduct an annual meeting of lead histotechnicians of pathology section to review problems and update technical knowledge and skills.			
4. Evaluate selected diseases and conditions that are seen in animals at antemortem and postmortem inspection.	Ongoing	.6	31
a. Establish base line data on the significant causes of food animal condemnations.			
5. Conduct epidemiological investigations to evaluate, control, and recommend preventive measures for health hazards.	Ongoing	3.2	193
a. Operate a Meatborne Hazard Control Center (MBHCC) for receiving reports of meatborne health hazards and coordinating their control and investigation.			
b. Operate a reporting system and database for collection, storage, analysis, retrieval and dissemination of meatborne hazard data.			
c. Operate a data base to facilitate epidemiological and pathological investigations.			

6.	Develop serological tests for selected infectious and toxic agents and adulterants associated with food.	Ongoing	4.2	245
a.	Develop a combination toxoplasmosis/brucellosis enzyme immunoassay.			
b.	Develop a combination cysticercosis/brucellosis enzyme immunoassay.			
7.	Operate a program for certification of laboratories that perform official tests of pork and equine meat for trichinosis.	Ongoing	1.0	52
Subtotal			11.7	661

Initiatives for Areas of Emphasis	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
Animal Disease Control			
8. Develop a statistical sampling program to identify the principal causes of retention, trimming, and condemnation. (Objective 1, p.4)	IV	.7	37
9. Develop a computerized system for relating the identified causes of condemnation to species, sex, age, season, geographic origin, transportation, and related factors. (Objective 1, p.4)	IV	1.0	52
10. Develop a computerized program for early identification of unusually high or low condemnation rates by Region, Area, Circuit, and abattoir. (Objective 1, p.4)	IV	.7	37
11. Design and initiate a serological survey of dairy cattle to determine the national prevalence of <i>Toxoplasma gondii</i> . (Objective 1, p.4)	II	.3	16
12. Develop a review paper on the epidemiology of cryptosporidiosis. (Objective 1, p.4)	IV	.3	16
13. Publish regulations for accreditation of swine and equine trichinosis testing laboratories. (Objective 1, p.4)	IV	.3	16
14. Identify and evaluate clinical pathology testing systems for making specific diagnoses of disease conditions in abattoirs. (Objective 3, p.4)	III	.5	26
15. Evaluate an ion selective electrode analytical system. (Objective 3, p.4)	IV	.5	26
16. Evaluate assayable substances in food animals that can be used to make an antemortem evaluation of the disease status of food animals. (Objective 3, p.4)	IV	.7	37
Prevention of Unsafe Residues			
17. Identify tissue residues of significance that can be detected by pathognomic changes in specific tissues. (Objective 1, p.18)	I	.3	16
Subtotal		5.3	279
Total		17.0	940



Table 9.—Residue Evaluation and Planning Division, SCI

## FY 1988 Proposed Activities and Resources

Recurring Activities	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
1. Develop and coordinate annual and long-range planning of the domestic and import residue sampling programs.		2.0	137
a. Publish the Compound Evaluation and Analytical Capability: 1988 Residue Annual Plan.	I		
b. Develop the 1989 Annual Sampling Plan and 1989 Residue Annual Plan.	II		
c. Develop the list of compounds and species to be included in the 1990 Annual Sampling Plan.	III		
d. Conduct quarterly meetings of the Surveillance Advisory Team (SAT) to coordinate planning of monitoring and other monitoring and residue regulatory program activities.	Ongoing		
2. Apply principles of risk management in planning the National Residue Program.		1.5	75
a. Develop hazard and exposure profiles on compounds and use to rank compounds.	Ongoing		
b. Monitor several databases to rank compounds under CES and identify emerging problems.	Ongoing		
c. Conduct quantitative exposure assessment studies of selected chlorinated hydrocarbon pesticides and complete study on sulfonamides.	IV		
d. Review UAR and UMI findings, document conclusions and follow-up on recommended actions.	Ongoing		
3. Compile, evaluate and report on the occurrence of residues in meat and poultry and the effectiveness of testing programs.		.5	25
a. Review monitoring data quarterly, compile, evaluate, issue and distribute a quarterly summary report to appropriate FSIS, FDA, EPA regulatory officials.	Ongoing		
b. Publish the 1987 data book.	III		
4. Enhance residue data management and analysis capability so information can be used more effectively in designing sampling programs and prevention-oriented activities.	Ongoing	.7	35
a. Participate in the Science Information Resource Management activities (IRM).			
b. Develop staff capability for retrieval of residue data from MARCIS, LSFS, and other mainframe databases; produce reports required by FSIS, other agencies, and in response to freedom of information requests.			
5. Develop and promote livestock and poultry management programs that prevent illegal residues in slaughter animals.		.4	35
a. Continue coordination with the Extension Service and others in delivering residue avoidance education to producers and other affected industries.	Ongoing		

b.	Review proposed Verified Production Control (VPC) agreements submitted to the Agency; recommend action; and provide technical assistance to MPIO, as requested in monitoring the agreements.	Ongoing		
6.	Support FSIS efforts to assure U.S. equivalence of residue programs in foreign countries exporting product to the United States and acceptance of domestically-produced products abroad.		1.0	50
a.	Participate in IP Standing Residue Committee and correlate Science review of residue control programs of other countries utilizing information provided by IP.			
b.	Assist IP in developing strategies and programs which assure U.S. products will meet residue requirements in international trade, including participation in Codex Alimentarius activities.			
7.	Provide scientific and technical support to the Agency in responding to residue issues, planning residue research activities, and conducting special studies.		1.0	50
a.	Provide scientific support to Emergency Programs (EP), including participation in the Contamination Response System (CRS).	Ongoing		
b.	Provide scientific support to MPIO/ Compliance, as requested, in their investigations of residue violations.	Ongoing		
c.	Provide guidance in formulating Science research plans to meet residue program needs.	Ongoing		
8.	Support FSIS in interagency coordination of activities and communication with the public.	Ongoing	2.0	100
a.	Coordinate FDA, FSIS and EPA regulatory activities as they relate to residue control.			
b.	Coordinate with FDA and EPA the slaughter of research animals treated with pesticides or drugs to assure that experimental protocols are met which allow slaughter of the animals for food.			
c.	Assist in developing replies to correspondence, congressional inquiries, and legislative proposals, and in preparing speeches, public information releases, and management briefings.			
d.	Assist the Policy and Planning Staff in the development of Federal Register dockets and FSIS directives concerning residues.			
Subtotal			9.1	507

Initiatives for Areas of Emphasis	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
Animal Disease Control			
9. Participate in the study of Animal Health Information Management Systems to reduce the need for drug use, and to correlate the carcass value, quality, inspection costs, and effectiveness of treatment and management regimens. (Objective 1, p.4)	IV		100
10. Develop a computerized data system for use with Swine Health Information Management System in major slaughter establishments. (Objective 1, p.4)	IV		25

## Prevention of Unsafe Residues

11.	Develop a final rule for Verified Production Control (VPC) program for residues. (Objective 2, p.18)	II	.3	15
12.	Develop technical criteria for an acceptable VPC program in new industries, e.g., fancy veal, and re-evaluate and update as necessary the criteria for poultry, fed-cattle and swine programs. (Objective 4, p.18)	IV	.3	15
13.	Compile, evaluate and report on the occurrence of residues in meat and poultry and the effectiveness of testing programs.			
a.	Prepare papers for peer review journals and trade magazines on the concepts of residue control program, patterns of residue occurrence and prevention management. (Objective 2, p.18)	IV	2.5	125
b.	Establish and maintain dialogue with scientific, consumer and industry communities through seminars, meetings, and publications. (Objective 2, p.18)	IV	1.0	50
14.	Publish a rule to implement a swine sulfa inplant testing program; provide technical assistance to MPIO for implementation of sulfa-swine testing; analyze results and issue monthly reports for a swine sulfa testing program. (Objective 2, p.18)	IV	1.3	65
15.	Analyze data from the calf antibiotic and sulfonamide testing (CAST) program and swab test on premises (STOP); prepare quarterly evaluation reports, document findings and take appropriate actions to follow-up on recommendations. (Objective 2, p.18)	Ongoing	.2	10
16.	Improve the strategy for identifying problem plants/areas and correcting the problem.			
a.	Identify problem plants by use of data from directed/biased area sampling. (Objective 1, p.18)	Ongoing	.5	41
b.	Provide planning to MPIO for implementation of a surveillance sampling program in identified problem plants. (Objective 1, p.18)	Ongoing	.5	42
c.	Review, analyze and document residue data results from surveillance sampling programs in problem plants.(Objective 1, p.18)	Ongoing	.5	42
17.	Develop and coordinate annual and long-range planning of the domestic and import residue sampling programs. (Objective 2, p.18)	IV	1.0	50
18.	Review all residue violation reports and investigate follow-ups, analyze data from the Residue Violator Information System and prepare periodic summary reports for use in developing biased directed sampling plans. (Objective 2, p.18)	IV	.5	25
19.	Provide technical support for MSD in developing a centralized database for inplant testing to meet the needs of Science and MPIO. Manage implementation of the system. (Objective 2, p.18)	Ongoing	.3	15
20.	Provide scientific support to MPIO in the development of a supplement to the FSIS NRP directive covering implementation of monitoring, surveillance and the CRS system. (Objective 2, p.18)	I	1.0	50
Subtotal			9.9	670
Total			19.0	1,177

## ADMINISTRATIVE MANAGEMENT

***“Administrative Management is committed to providing the most efficient and effective management services possible—let exceptional performance be our norm.”***

The Administrative Management (AM) Program area is responsible for providing management service support to the Administrator and to all FSIS programs. This encompasses the planning and formulation of policies and programs to assure effective and efficient Agency operations. Administrative Management provides all organizational segments of FSIS with a variety of administrative services. These services include budget formulation and execution, financial analysis, personnel support, management of material procurement and personal property, and Agency labor-management relations. These objectives are achieved by:

- Executing cooperative agreements and Master Memoranda of Understanding for all agreements between FSIS and other agencies. Also, AM is responsible for implementing national, Departmental, and FSIS administrative management policies, program goals, and objectives.
- Providing technical assistance in developing specifications and requirements for construction, service, and equipment contracts, and interpretation of the standards for the procurement of materials. AM is responsible for the Agencywide property management system. In addition, it is responsible for formulating policies and procedures for records, correspondence, forms, reports, and directive issuance as well as the Agency's printing, binding, and distribution systems.
- Providing financial management services and assistance to FSIS managers in the areas of budget, accounting, fund control, and financial analysis. AM directs the formulation, presentation, justification and execution of Agency budgets as well as provides technical assistance and guidance on fiscal practices and initiatives.
- Planning, providing staff leadership for and operating the personnel management system. AM coordinates activities and provides expertise in the implementation of the Equal Employment Opportunity Program. In addition, it serves as a liaison between FSIS management at all levels and the various professional associations and labor organizations representing FSIS employees.

### Major Accomplishments for FY 1987

In addition to the recurring program area activities, AM undertook and implemented several special projects during FY 1987 to support the Agency's goals.



J.A. Powers

The new Federal Employees Retirement System was implemented. Information was designed to educate employees on the differences between the new system and the Civil Service Retirement System and the factors involved in transfer.

In the area of management, several major activities were accomplished. The MPIO Executive Development Management Academy was established. This is a unique program within the Department designed to develop employees in grades 11 and 12 for executive/managerial positions. Also, a Supervisory Training Program was developed for headquarters personnel to provide training to new supervisors. In addition, a major revision was made to the Personnel Management Assistance Review Program to better assist managers in determining how well activities are contributing to overall program accomplishments, productivity, and organizational effectiveness.



To improve management and accountability of Agency headquarters mailings, AM implemented direct mail accountability (metered mail) for the Washington D.C. headquarters complex. All outgoing mail is now imprinted with the cost of each piece.

An indefinite quantity contract to provide ADP support services for the Agency was awarded. The intricate contract has a dollar value of one million with an additional one million for each of two optional years.

To assist employees who have a change of duty station for the convenience of the Agency, AM implemented the new relocation services program. The program provides guaranteed home sale and home finding assistance to employees.

Finally, during FY 1987, AM negotiated impact bargaining agreements with the bargaining unit on pre-operational sanitation and the Inspection System Work Plan, culminating months of labor-management consultations in those areas. The Collective Bargaining Agreement between the Agency and the National Joint Council of Food Inspection Locals was extended for three additional years.

### **Initiatives for FY 1988**

During the coming year the Administrative Management Program will continue to emphasize efficient and effective delivery of program support services to all FSIS organizational elements. Major activities and initiatives to support the Agency's goals are discussed below.

AM will revise the Tours of Duty Directive to consider the impact of scheduling employees consistent with hours of operations required in the meat and poultry industry.

AM will implement a new Agencywide Performance Management System to include employees in grade GS-12 and below, and a nationwide Incident Reporting System which will automate the reporting of accidents and injuries.

To facilitate the employment of women and minorities, AM will seek approval from the Office of Personnel Management to establish a GS-7 Food Inspector Register at OPM to enable intermittent food inspectors to convert to permanent full-time positions.

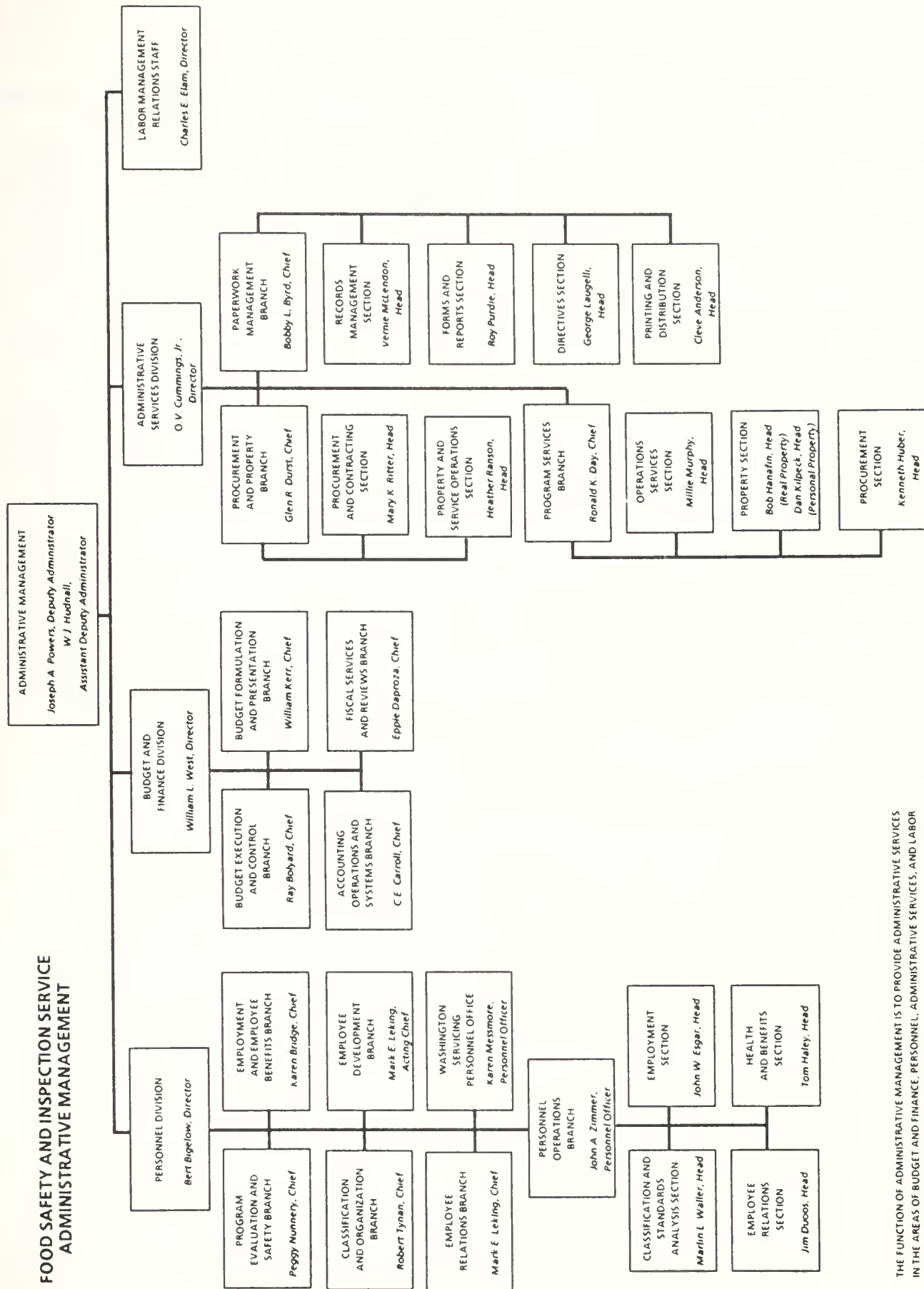
To enhance the ordering process in MPIO Regional offices, AM will develop a computerized data inventory system to eliminate stock shortages.

Another major activity will be coordinating the relocation of the Agency Training Center from Fort Worth to a university campus to be selected early in the fiscal year.

In addition, AM will automate the miscellaneous payment voucher process, including establishment of data base files and *ad hoc* reports of disbursements, obligations, unliquidated balances, and electronic transmission of voucher payment to the National Finance Center.



# FOOD SAFETY AND INSPECTION SERVICE ADMINISTRATIVE MANAGEMENT



THE FUNCTION OF ADMINISTRATIVE MANAGEMENT IS TO PROVIDE ADMINISTRATIVE SERVICES IN THE AREAS OF BUDGET AND FINANCE, PERSONNEL, ADMINISTRATIVE SERVICES, AND LABOR MANAGEMENT RELATIONS TO MEET FSIS NEEDS

## Administrative Management

**Table 1.—Resources Planned for FY 1988**

Program Area Divisions	Recurring Activities		Initiatives for Areas of Emphasis		Total	
	FTE	Dollars (000)	FTE	Dollars (000)	FTE	Dollars (000)
Office of the Administrator	7.0	538			7	538
Office of the Deputy Administrator	5.0	303			5	303
Administrative Services	71.5	3,060	.5	27	72	3,087
Budget and Finance	41.0	1,643			41	1,643
Labor Management Relations						
Staff	5.0	328			5	328
Personnel	116.0	4,868			116	4,868
Central Support		18,590 <sup>1</sup>				18,590 <sup>1</sup>
Total	245.5	29,330	.5	27	246	29,357

<sup>1</sup>Resources are for Agencywide use; thus, they are not prorated among program areas or divisions.

**Table 2.—Initiative Resources by Area of Emphasis Planned for FY 1988**

Areas of Emphasis	FTE	Dollars (000)
Animal Disease Control		
Compliance Initiatives		
Data Systems		
Discretionary Inspection		
Import Inspection Initiatives		
Prevention of Unsafe Residues		
Reduction of Microbiological Hazards		
Slaughter Inspection Modernization		
Technical Capability	.5	27
Total	.5	27

Table 3.—Administrative Services Division, AM

## FY 1988 Proposed Activities and Resources

Recurring Activities	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
1. Procure required equipment, supplies, and services in a timely and cost-effective manner.	Ongoing	8.5	368
a. Meet the Administrative Services established goals of the procurement preference programs.			
b. Process all program requests for goods and services in a timely manner compatible with good procurement practices.			
c. Continue to automate acquisition systems to provide more efficient procurement and improved management reports.			
2. Maintain an effective personal and real property management control system, including providing management services for space, communications, and energy conservation and safety.	Ongoing	17.0	677
a. Continue to maintain the FSIS property systems by updating information as required.			
b. Continue work with the Department to increase the effectiveness of the Centralized Excess Property Operations.			
c. Continue to lease vehicles.			
d. Provide effective space management services to Agency personnel at headquarters and in the field.			
e. Provide information system—LAN connections.			
f. Provide professional energy conservation and safety engineering service to the Science Program laboratories.			
g. Continue to implement Computerized Inventory Bar Coding System throughout the entire Science Program and other FSIS programs, as appropriate.			
h. Provide effective telecommunications service with GSA phone system 2000.			
3. Provide effective mail, supply, messenger, and laborer services.	Ongoing	13.0	559
a. Improve turn-around time in responding to headquarters and field personnel requests for administrative support.			
b. Cooperate with the Department in the operation of the central receiving and shipping programs.			
c. Continue with field installation of metered mail.			
4. Provide administrative technical guidance, direction, and support to FSIS field activities.	Ongoing	8.0	406
a. Conduct a minimum of 15 field reviews of administrative support activities to assure compliance with established procedures.			
b. Respond to all requests for guidance and direction in administrative matters and, when required, provide onsite assistance.			
c. Provide formal on-the-job training in procurement and property management activities for field administrative support personnel.			
d. Participate in Agency management conferences.			

5.	Maintain an effective and supportive paperwork management system.	Ongoing	11.0	444
a.	Improve Agency mail accountability procedures. Conduct two mail volume surveys to determine postage liability.			
b.	Conduct four field reviews of paperwork activities to assure compliance with established procedures.			
c.	Conduct Agencywide records management program in accordance with National Archives and Records Service guidelines.			
d.	Develop a computerized directive tracking system that would also generate checklists and the annual subject-numeric index.			
e.	Participate with the Department and OMB on the Information Collection Budget person-hour burden on the private sector.			
6.	Provide forms design and printing service to meet program needs.	Ongoing	14.0	606
a.	Provide forms design and analyses to meet Agency needs.			
b.	Provide printing services to meet Agency needs.			
c.	Provide label and distribution system.			
Subtotal			71.5	3,060

Initiatives for Areas of Emphasis	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
Technical Capability			
7. Coordinate relocation of Agency Training Center to a university campus. (Objective 1, p.25)	Ongoing	.5	27
Subtotal		.5	27
Total		72.0	3,087

Table 4.—Budget and Finance Division, AM

## FY 1988 Proposed Activities and Resources

Recurring Activities	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
1. Present and justify the Agency's FY 1989 budget.	Ongoing	3	120
a. Present the FY 1989 budget to Department officials.			
b. Justify the FY 1989 budget to the Department, OMB, and Congress.			
2. Formulate the FY 1990 budget estimates.	Ongoing	2	80
a. Issue call for program estimates to program and administrative managers. Prepare supporting material for submission through the Assistant Secretary to the Department in early July.			
b. Prepare material supporting the Agency estimates for review by Department budget and administrative officers. Revise Agency estimates to conform with the Department mark.			
3. Execute budget for the Agency's financial and personnel resources and improve the fund control system.	Ongoing	13	522
a. Develop target allowances for each organization based on anticipated availability. Issue call for operating plans from program and administrative managers.			
b. Control the Agency budget. Report overall use of planned funds to the Department by means of Agency apportionment schedules, as required.			
c. Prepare the primary indepth analysis of funds utilization relative to total availability and operating plans for organizational components.			
d. Monitor, and keep Agency management informed of, funds authorization and utilization relative to total Agency availability and operating plans.			
e. Prepare schedules and supporting data and documentation for Agency budget request.			
f. Analyze and evaluate the form and content of the monthly, quarterly, and end-of-year external reports generated from the accounting system operated for the Agency by the National Finance Center (NFC).			
g. Initiate periodic analyses and reviews, as needed, to determine trends in resource utilization.			
4. Provide technical assistance and interpretations of laws, regulations, decisions, and policies on fiscal matters and initiatives.	Ongoing	4	160
a. Provide assistance on both domestic and foreign travel matters.			
b. Review tort and civilian employees' claims for validity and sufficiency of documentation.			
c. Process requests for waivers of overpayment of pay.			
d. Perform cash verifications and audits of the Agency's imprest fund activities.			
e. Issue fiscal directives and notices to provide for new and/or revised policies and procedures.			
f. Continue relocation services program.			



<p>5. Interface with the Centralized Accounting System (CAS), National Finance Center (NFC), by serving as focal point for functions not performed by NFC involving the receipt and processing of miscellaneous payments and collections.</p>	Ongoing	9	361
<p>a. Perform voucher examination functions and certify miscellaneous invoices for payment and collections for deposit through NFC.</p> <p>b. Update the centralized accounting system at the end of each accounting period with estimates of all miscellaneous unpaid accrued obligations.</p> <p>c. Administer the Letter of Credit program of electronic fund transfers through the Treasury Financial Communications System for financing the Federal share of States' costs under the Meat and Poultry Inspection cooperative program.</p> <p>d. Analyze internal and external accounting reports for reasonableness and resolve accounting problems through NFC.</p>			
<p>6. Provide accounting system and procedures for FSIS Financial Management.</p>	Ongoing	4	160
<p>a. Maintain the Agency's accounting system and conduct periodic site visits to the NFC to perform a preliminary review of the accounting reports.</p> <p>b. Develop specifications for financial systems within the parameters of the Centralized Accounting and related feeder subsystems at the NFC.</p> <p>c. Prepare and issue directives and notices to provide for new/or revised accounting systems and operations.</p>			
<p>7. Support FSIS financial management through the conduct of evaluations, field reviews, negotiations of indirect cost rates, resolution of fiscal audit exceptions, participation in Department and Governmentwide financial initiatives, and performance of special projects.</p>	Ongoing	6	240
<p>a. Coordinate Agency compliance with the requirements of the Federal Managers' Financial Integrity Act of 1982.</p> <p>b. Conduct field reviews of State organizations cooperating in the Federal-State Meat and Poultry Inspection Program.</p> <p>c. Negotiate indirect cost rates with State organizations receiving Federal assistance.</p> <p>d. Review, analyze, and resolve fiscal audit exceptions contained in Office of the Inspector General reports.</p>			
Total		41	1,643

Table 5.—Labor Management Relations Staff, AM

## FY 1988 Proposed Activities and Resources

Recurring Activities	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
1. Prepare and develop Agency positions on and represent the Agency in dealings with employee organizations, such as unions and professional associations, and third parties.	Ongoing	3	197
a. Represent the Administrator in impasse proceedings before the Federal Service Impasses Panel.			
b. Represent the Administrator in hearings and all verbal communications with the Federal Labor Relations Authority (FLRA) concerning settlement of negotiability disputes.			
c. Schedule, organize, conduct, and represent the Administrator in 18 consultation meetings with unions and supervisory organizations and attend and participate in bi-weekly consultation meetings with supervisory organizations. Attend and participate in, as the Administrator's representative, 16 general meetings sponsored by unions.			
d. Represent the Administrator in verbal communications with FLRA concerning settlement of unfair labor practices and determination of appropriate bargaining unit in FSIS.			
e. Investigate facts, develop, and prepare the final Agency responses on all back pay claims filed under the Negotiated Grievance Procedure (NGP).			
f. Investigate facts, develop, prepare, and present Agency positions in arbitration cases involving contract interpretations and/or program matters.			
2. Provide advice and staff assistance to managers and supervisors.	Ongoing	2	131
a. Answer inquiries, provide advice, guidance, and contract interpretation to Program managers and supervisors in handling specific Labor-Management Relations problems and policy.			
b. Review the content of all final grievance responses under the NGP.			
c. Provide advice, guidance, and assistance, as appropriate, on arbitration cases.			
d. At the Administrator's direction, either chair or fully participate in the activities of any task force or committee that has Agencywide and/or Program-wide implications.			
e. Stay current with relevant research.			
Total		5	328

**Table 6.—Personnel Division, AM**  
**FY 1988 Proposed Activities and Resources**

Recurring Activities	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
1. Plan, coordinate, and direct the Agency Classification, Organization and Position Management, and Pay Administration Program.	Ongoing	8.0	403
a. Manage the Agency classification program through the development and maintenance of policies and procedures related to the implementation of new classification standards, the conduct of position maintenance reviews, and the adjudication of classification appeals.			
b. Manage the Agency Position and Management Organization Programs through the development and maintenance of policies and procedures related to the administration of the Senior Level Position Management Committee, cyclical review and update of Agency functional statements, senior level staffing patterns, and the conduct of organizational and position management studies.			
c. Develop and maintain policies and procedures and provide assistance to Agency management in the areas of leave administration, hours of work and overtime pay, administration of Title V and the Fair Labor Standards Act, and the timely processing of garnishment cases.			
2. Plan and direct the Agency Employment and Employee Benefits Program.	Ongoing	8.5	428
a. Manage the Agency staffing, recruitment, and special emphasis programs.			
b. Develop and maintain policies and procedures and provide assistance to Agency management in the areas of merit promotion and job evaluation.			
c. Provide guidance, direction, and assistance on the Senior Executive Service (SES), General Merit (GM), and General Schedule (GS) performance appraisal systems.			
d. Coordinate the Agencywide employee benefits program and administer the security program including the issuance of sensitive position listing and compliance with the National Security Decision Directive #84.			
3. Plan and direct the Agency Employee Development Program.	Ongoing	11.0	922
a. Conduct special training and development courses including the nationwide Adult Basic Education Program, the Executive Staff Officer Program, the Managerial and Executive Development Program, the Secretarial Institute, the College Study Program, and Science Management Training.			
b. Develop and administer a comprehensive Continuing Education Program.			
c. Continue Food Technology training.			
d. Develop and conduct onsite computer familiarization training.			

e.	Provide service for Senior Executive Individual Development Plans and serve as Organizational Development consultant to the Administrator and his staff.			
f.	Provide program for MPIO Executive Development.			
g.	Provide Career Development Program for Women.			
4.	Plan and direct the Employee Relations Program.	Ongoing	12.5	433
a.	Administer the Employee Assistance Program.			
b.	Achieve proper adjustment of employee concerns using, as necessary, arbitration, grievance procedures, and the EEO complaint procedure, among others.			
c.	Maintain employee standards of conduct through a preventive employee relations program restricting conflicts of interest and educating employees and supervisors on standards.			
5.	Operate an effective personnel management program in the field and at headquarters.	Ongoing	69.0	2,316
a.	Assure proper classification of FSIS positions by administering the Position Maintenance Review Program.			
b.	Assure position management principles are being carried out by conducting organizational/position management reviews and by developing a plan for the conduct of organizational reviews.			
c.	Conduct, provide direction for and evaluate field and headquarters recruiting activities, including minority recruitment.			
d.	Maintain an effective staffing program for field and headquarters.			
e.	Coordinate recruitment plan to locate and appoint applicants to the food technologist GS-1382 series.			
f.	Administer the performance appraisal system.			
g.	Administer the merit promotion plan.			
h.	Administer counseling for retirement, survivor cases, Office of Workers' Compensation Programs (OWCP), health and life insurance civilian and military deposit, civilian redeposit, and occupational health programs.			
i.	Make effective use of disciplinary and adverse actions as a means of assuring the maintenance of Agency standards of employee conduct.			
j.	Provide effective Agency representation at adverse action appeal and arbitration proceedings by assuring compliance with Merit System Protection Board regulations and union contractual requirements in the processing of appeals and arbitrations.			
6.	Plan and direct a Comprehensive Personnel Management Evaluation (PME), Awards, and Safety and Health Program.	Ongoing	7.0	366
a.	Conduct a regular cycle of Personnel Management Assistance Reviews and coordinate other PME reviews of FSIS conducted by outside agencies and offices.			
b.	Direct the automated Personnel System.			
c.	Encourage employee productivity through the Employee Suggestion and Awards Program.			
d.	Administer the Agency Safety and Health System.			
Total			116	4,868

<sup>1</sup>Includes Central Training Funds.



## EQUAL OPPORTUNITY AND CIVIL RIGHTS STAFF

*"The goal of the EO/CR Staff is to assure that Agency policies, practices, and programs are administered in an equitable manner. Accomplishments in the area of equal opportunity are achieved through the support and commitment of managers and supervisors who make employment decisions."*

The mission of the Equal Opportunity and Civil Rights (EO/CR) Staff is to provide assistance and advice to management and supervisory officials in the administration and planning of the Agency's Equal Employment Opportunity (EEO) and Civil Rights Programs. These goals are supported by:

- Developing program initiatives that will enhance employment and advancement opportunities and support the objectives of the Federal Women's Program, Hispanic Employment Program, and the Affirmative Employment Program.
- Coordinating EEO and civil rights training and community outreach activities.
- Conducting reviews to evaluate program compliance and effectiveness.
- Providing technical guidance to employees who perform EEO duties on a collateral basis.
- Providing a process to resolve discrimination complaints during the informal stage of the EEO Counselor Program.

The Deputy Administrators, Staff Directors, and Regional Directors provide resources to support the EEO Counselor Program and membership on the EEO Advisory Committees. There are 33 EEO Counselors and a total of 65 committee members, representing the various organizational units within the Agency. These employees are allotted up to 20 percent of their official time to perform EEO assignments. In addition, managers, supervisors, and various administrative personnel perform EEO duties as an integral part of their position.

### Major Accomplishments for FY 1987

During FY 1987, the Agency began hiring food technologists for implant processing positions. FSIS will become the largest Federal employer of food technologists over the next ten years, and OPM has granted approval for the Agency to manage the certification of applicants. This has streamlined the process for screening and hiring qualified applicants for entry level positions. Recruitment strategies include visiting all colleges and universities with a food technology curriculum and encouraging employees in the food inspector occupation to pursue the courses needed for conversion to a food technologist position. These activities have produced positive results, with women representing 29 percent and minorities 20 percent of the total employees in this occupation.



C.P. Mercado

The overall representation of minorities and women in the Agency remained constant, with no major decreases in employment levels for any race, sex, or national origin group. As of June 30, 1987, the most significant increases occurred in the representation of total women in the GM category, from 11.1 percent in FY 1986 to 13.0 percent and in the GS category from 21.9 percent in FY 1986 to 23.0 percent.

There were 13 EEO courses conducted on the subjects of the prevention of sexual harassment in the workplace, managing diversity, and human resource development. A total of 430 employees participated in these courses. More than half of the supervisors at the circuit level and above have received training in the prevention of sexual harassment during the last three years.

Several EEO initiatives were undertaken in support of the increased emphasis placed on program commitment by the Office of the Secretary. For example: (1) EEO was a major topic at the MPIO Supervisory Conference attended



by approximately 400 managers and supervisors; (2) active involvement in the EEO complaints system was encouraged by the transfer of the EEO Counselor Program from the Personnel Division to the EO/CR Staff; and (3) the six headquarters' EEO Advisory Committees were consolidated into one committee to avoid duplication of effort and to streamline the number of employees assigned to perform EEO collateral duties. Further, the Agency has requested that OPM establish a register for the food inspectors who are employed on an intermittent basis and who have passed the food inspector test. If approved, this initiative will enhance the opportunities for these individuals to compete for permanent full-time employment. It would also have a positive impact on the representation of women in the applicant pool.

### **Initiatives for FY 1988**

During FY 1988, the EO/CR Staff will focus on several activities to improve program effectiveness or compliance with new guidelines or policies. The new guidelines for developing the Affirmative Employment Program Plan for the next five year cycle (FY 1988—1992) require an extensive analysis of the following areas: (1) organization and resources, (2) workforce analyses, (3) discrimination complaints, (4) recruitment and hiring, (5) employee development, (6) promotions, (7) separations, and (8) program evaluation. In support of plan objectives, there

will be more active involvement of management officials in the planning process, and the EO/CR Staff will become involved in college recruitment activities. Also, a concerted effort will be made to increase opportunities for internal movement through the allocation of positions for the Upward Mobility Program.

A formal review process will be developed for the Civil Rights Program. Also, procedures for conducting onsite EEO reviews will be strengthened to provide a more comprehensive evaluation of program compliance and effectiveness.

The Agency has developed a plan to improve the representation of minorities and women on committees, such as the National Advisory Committee on Meat and Poultry Inspection. The EO/CR Staff will assist in the implementation of the plan by participating in outreach activities.

The Department's pilot EEO Counselor Program will expire during FY 1988. This program involves utilizing a full-time manager to provide counseling services in five States and the District of Columbia. A comprehensive evaluation will be conducted by Departmental and Agency officials to determine what changes should be made to improve the effectiveness and efficiency of counseling services.

# Equal Opportunity and Civil Rights Staff

Table 1.—Resources Planned for FY 1988

Program Area	Recurring Activities		Initiatives for Areas of Emphasis		Total	
	FTE	Dollars (000)	FTE	Dollars (000)	FTE	Dollars (000)
Equal Opportunity and Civil Rights Staff	9	400			9	400
Total	9	400			9	400

Table 2.—Initiative Resources by Area of Emphasis Planned for FY 1988

Areas of Emphasis	FTE	Dollars (000)
Animal Disease Control		
Compliance Initiatives		
Data Systems		
Discretionary Inspection		
Import Inspection Initiatives		
Prevention of Unsafe Residues		
Reduction of Microbiological Hazards		
Slaughter Inspection Modernization		
Technical Capability		
Total		

Table 3.—Equal Opportunity and Civil Rights Staff

## FY 1988 Proposed Activities and Resources

Recurring Activities	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
1. Conduct affirmative action planning, monitoring, and evaluation.	Ongoing	3.0	75
2. Manage the EEO Counselor Program.	Ongoing	1.0	65
3. Manage the special emphasis programs.	Ongoing	1.0	45
4. Manage the Civil Rights Programs.	Ongoing	.5	15
5. Provide technical guidance and assistance.	Ongoing	.5	30
6. Conduct EEO Training.	Ongoing	.3	98
7. Conduct outreach activities.	Ongoing	.3	15
8. Implement staff reviews of EEO and Civil Rights Compliance.			
a. Develop criteria.	I	.2	2
b. Schedule and conduct reviews.	Ongoing	.5	20
9. Improve opportunities for internal movement. <sup>1</sup>			
a. Obtain program commitments for upward mobility positions.	I	.2	2
b. Provide staff assistance in designing bridge and target positions.	Ongoing	.3	5
c. Develop and implement other strategies to enhance career progression opportunities.	II	.3	5
10. Evaluate the effectiveness of the EEO Counselor Program. <sup>1</sup>			
a. Analyze results of the USDA Pilot Program.	II	.3	5
b. Make recommendations.	III	.2	3
11. Enhance the representation of minorities and women on Agency committees. <sup>1</sup>			
a. Assist in conducting outreach activities.	Ongoing	.1	3
b. Monitor and evaluate results.	Ongoing	.1	2
12. Improve ability to evaluate recruitment activities by participating in college recruitment. <sup>1</sup>	II	.2	10
Total		9.0	400

<sup>1</sup>These initiatives represent recurring activities that will receive increased emphasis during FY 1988.

## INFORMATION AND LEGISLATIVE AFFAIRS STAFF

*"The Information and Legislative Affairs Staff is the Agency's communications link to the public, the Congress, the media, other government agencies, and internal audiences on FSIS programs and activities. A major objective in ILA's public information efforts is the preparation and distribution of food safety information to educate the public on proper food handling practices in order to reduce the incidence of food poisoning related to the consumption of meat and poultry products."*

The Office of Information and Legislative Affairs (ILA) is responsible for developing and distributing written and audiovisual information about Agency programs and activities to various external and internal audiences. The ILA staff, in carrying out its mission, places particular emphasis on the development and dissemination of information to inform and educate the public on proper food-handling practices in order to reduce the incidence of foodborne illness. These goals are achieved by:

- Carrying out its public information and consumer education efforts. This involves the preparation and distribution of news releases, factsheets, backgrounders, radio and television public service announcements, feature stories, and food safety publications; operation of a tollfree Meat and Poultry Hotline; and responses to letters and media inquiries.
- Targeting food safety messages to specific audiences, such as food service workers, ethnic groups, and consumers in high-risk health categories, to obtain the greatest possible benefit from its consumer education efforts.
- Planning, coordinating, and participating in public information and education campaigns, thus ensuring the widest possible distribution of its food safety materials.

### Major Accomplishments for FY 1987

ILA in FY 1987 distributed over 1.21 million food safety publications and responded to 16,800 calls to the Meat and Poultry Hotline. A major food safety education effort was initiated for food service workers with the development of a 30-minute video and accompanying training guide. Hospital and senior citizen health care food service facilities were targeted in FY 1987 for initial distribution of the food safety training package for food service workers. Hispanic non-English-speaking citizens were targeted by ILA in FY 1987 to receive the food safety message with the publication of a food safety poster written in Spanish. Also, steps were taken to begin discussions with health education professionals on a food safety education campaign targeted for school-age children. When media attention was given to microbial contamination of meat and poultry, the Information Office



Jane Adams

responded to hundreds of media requests for information on this issue. Also, a major background paper on *Salmonella* and foodborne illnesses as well as other written materials were developed to assist Agency and Department officials in responding to the media and the public. The Information Office in FY 1987 also prepared 80 press releases on recalls, enforcement actions, regulatory proposals and policy initiatives.

Improved communication among all levels of the FSIS organization and between the Agency and the public through direct program support is an ILA goal of growing importance. ILA's program support activities include preparing responses to letters from the Congress, the public, the industry and foreign, State and local government officials; coordinating briefing materials for meetings, public appearances and media inquiries; providing photographic services and art and graphic materials for agency initiatives and activities; publishing the Agency newsletter; and preparing speeches for the Administrator, the Associate Administrator and Department officials. In addition, ILA continues to expand its role in

assisting the Agency in meeting its employee communication needs. ILA's employee communication activities include preparation of the Agency newsletter, *The Communicator*, as well as preparation of "Supervisory Notes" for Meat and Poultry Inspection Operations and other miscellaneous communications to FSIS employees. As a result of the increased focus by the Congress, the media, and the public on the inspection program, ILA in FY 1987 prepared responses to 2,000 letters, and wrote 50 speeches and remarks for Agency and Department officials and six statements for congressional hearings.

Agency goals and policies also are supported through ILA's legislative activities. The Legislative Affairs Office maintains liaison with the Congress and other government agencies; coordinates and prepares legislative proposals, reports and testimony; plans and coordinates congressional briefings; prepares responses to letters from

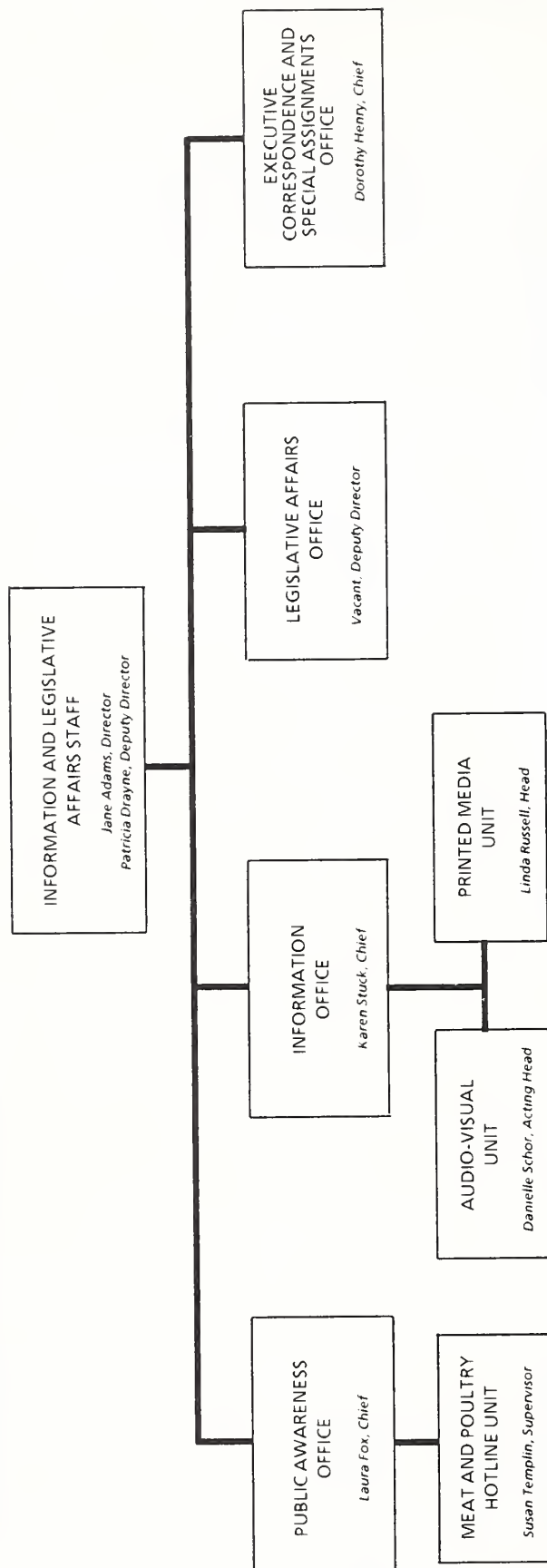
Members of Congress; and participates in intergovernmental legislative activities. The Legislative Affairs Office in FY 1987 responded to about 700 congressional calls, coordinated 40 briefings for Members of Congress or their staffs and coordinated Agency participation in 13 congressional hearings.

#### **Initiatives for FY 1988**

In FY 1988, ILA will place increased emphasis on education programs for livestock and poultry producers as part of the Agency's ongoing Residue Avoidance Program. ILA plans to initiate a cooperative effort with industry trade groups in providing food handling and food safety information to consumers. ILA will also expand its program for food service workers, and in addition will develop a food safety education campaign for non-English-speaking and low-level reading audiences.



# FOOD SAFETY AND INSPECTION SERVICE INFORMATION AND LEGISLATIVE AFFAIRS STAFF



THE FUNCTION OF THE INFORMATION AND LEGISLATIVE AFFAIRS STAFF IS TO DEVELOP AND DISSEMINATE INFORMATION DESIGNED TO INFORM AND EDUCATE THE PUBLIC OF THE SERVICES PROVIDED BY FSIS AND THE MEANS BY WHICH THE PUBLIC MAY OBTAIN THESE SERVICES. ILA COOPERATES WITH THE DEPARTMENT IN FORMULATING AND IMPLEMENTING AN OVERALL INFORMATION AND PUBLIC EDUCATION PROGRAM ON ISSUES SUCH AS FOOD SAFETY AND LABELING. ILA ALSO ADVISES AND ASSISTS THE ADMINISTRATOR ON ALL MATTERS RELATING TO LEGISLATIVE ISSUES AND CONGRESSIONAL LIAISON. IN ADDITION, ILA WRITES AND COORDINATES AGENCY RESPONSES TO CONGRESSIONAL CORRESPONDENCE AND OTHER INQUIRIES FROM THE PUBLIC. ILA ALSO SERVES AS LIAISON TO THE MEDIA AND PROVIDES LEADERSHIP IN THE PLANNING, DEVELOPMENT, AND IMPLEMENTATION OF WRITTEN, BROADCAST, AND VISUAL MEDIA INFORMATION ACTIVITIES.

# Information and Legislative Affairs Staff

Table 1.—Resources Planned for FY 1988

Program Area	Recurring Activities		Initiatives for Areas of Emphasis		Total	
	FTE	Dollars (000)	FTE	Dollars (000)	FTE	Dollars (000)
Information and Legislative Affairs Staff	43.5	2,190	4.5	410	48	2,600
Total	43.5	2,190	4.5	410	48	2,600

Table 2.—Initiative Resources by Area of Emphasis Planned for FY 1988

Areas of Emphasis	FTE	Dollars (000)
Animal Disease Control		
Compliance Initiatives		
Data Systems		15
Discretionary Inspection	.25	20
Import Inspection Initiatives		
Prevention of Unsafe Residues	1.0	50
Reduction of Microbiological Hazards	3.25	325
Slaughter Inspection Modernization		
Technical Capability		
Total	4.5	410

Table 3.—Information and Legislative Affairs Staff

## FY 1988 Proposed Activities and Resources

Recurring Activities	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
1. Communicate information to the media.		7.0	225
a. Publish news releases.	Ongoing		
b. Prepare radio/TV news stories.	Ongoing		
c. Answer inquiries from media.	Ongoing		
d. Plan and conduct news conferences/briefings.	Ongoing		
2. Communicate information on food safety and Agency activities to the public.		19.5	1,050
a. Produce and distribute public service announcements.	Ongoing		
b. Prepare factsheets, backgrounders and publications.	Ongoing		
c. Publish feature stories and photo features.	Ongoing		
d. Publish <i>Food News for Consumers</i> .			
e. Respond to letters from public.	Ongoing		
f. Answer phone inquiries from public.	Ongoing		
g. Distribute publications.	IV		
h. Attend meetings, conventions, etc.	IV		
i. Produce slide shows.	IV		
3. Communicate to Congress and other Government agencies.		3.5	140
a. Prepare and coordinate clearance of legislative reports.	IV		
b. Respond to letters from Congress.	Ongoing		
c. Answer phone inquiries from Congress.	Ongoing		
d. Plan and conduct Congressional briefings and meetings.	IV		
e. Participate in intergovernmental activities.	Ongoing		
4. Provide support services to Department/Agency.		9.5	300
a. Prepare Congressional news/report summaries.	Ongoing		
b. Prepare daily news summary, "Newswatch."	IV		
c. Coordinate Publications and Audiovisual Review Committee.	IV		
d. Prepare background briefing materials.	IV		
e. Develop art and graphic materials.	Ongoing		
f. Provide photographic services.	Ongoing		
g. Prepare Agency newsletter.	Ongoing		
h. Prepare speeches.	Ongoing		
i. Increase distribution of the FSIS Newsletter from 6 to 12 issues a year.	IV		
5. Increase consumer Awareness.		4.0	475
a. Assure consumer input in policy formulation.	Ongoing		
b. Manage meat and poultry hotline.	IV		
c. Maintain contacts with consumer organizations.	Ongoing		
d. Plan and conduct public outreach campaigns.	IV		
Subtotal		43.5	2,190

Initiatives for Areas of Emphasis	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
Data Systems			
6. Upgrade ADP systems to improve the dissemination of information internally and externally. (Objective 3, p.8)	Ongoing		15
Discretionary Inspection			
7. Conduct a public information campaign about the implementation of Discretionary Inspection. (Objective 2, p.12)	IV	.25	20
Prevention of Unsafe Residues			
8. Prepare information to assist producers in controlling residues at the source. (Objective 4, p.18)	IV	1.0	50
Reduction of Microbiological Hazards			
9. Communicate information on food safety to the public.			
a. Expand food safety education and training campaign for food service workers to other institutional settings. (Objective 2, p.20)	IV	.25	100
b. Initiate a youth-directed food safety education campaign. (Objective 2, p.20)	Ongoing	.25	75
c. Update and expand meat and poultry hotline. (Objective 2, p.20)	IV	2.0	100
d. Develop a food safety education campaign for non-English-speaking and low-level reading audiences. (Objective 2, p.20)	Ongoing	.5	50
e. Work with industry trade groups to encourage and expand role by industry in providing food handling information. (Objective 2, p.20)	Ongoing	.25	0
Subtotal		4.5	410
Total		48	2,600

## POLICY AND PLANNING STAFF

*"The changing expectations of the public, advances in science and technological changes in the meat and poultry industries are presenting FSIS with many opportunities to improve the efficiency and effectiveness of its inspection system. It is the job of the Policy and Planning Staff to make sure that our management team has the information it needs to choose wisely among these many opportunities."*

The Policy and Planning Staff (PPS) is responsible for operating for the Administrator four service areas consisting of the Policy Office, Planning Office, Emergency Planning Office, and Executive Secretariat.

The technical skills and knowledge of the Policy and Planning Staff are made available to all of the FSIS programs to help document Agency policy and planning decisions. These objectives are achieved by:

- Developing options for Agency management to consider in the formulation of new policies and plans.
- Preparing regulatory impact analyses comparing the costs and benefits of proposed regulations on industry and consumers.
- Maintaining the FSIS tracking system for pending regulatory actions.
- Administering the Agencywide program planning system.
- Coordinating all FSIS emergency preparedness functions.
- Planning and coordinating the Agency Freedom of Information and Privacy Act functions.
- Providing staff assistance to the Administrator for food safety statute reforms and Codex Alimentarius.

### Major Accomplishments for FY 1987

In the Policy Office, the Policy Analysis Unit completed the following analyses: (1) Cross-Contamination Study, (2) European Economic Community Residue Study, (3) Cost Analysis of the Automated Issuance/Library System, (4) the Discretionary Inspection system and its Implementation Policy Paper, (5) Trichina Policy Paper, and (6) Study of Office Microcomputer Needs. The Regulations Development Unit published 43 dockets and printed 35 issuances. Major docket projects included: (1) Cattle Postmortem Inspection Procedures and Staffing Procedures, (2) Sulfonamide and Antibiotic Residues in Young Veal Calves; Reduced Testing, (3) Memoranda of Understanding between FSIS and Industry Participants (VPC), (4) Sulfonamide Residues in Swine, (5) Control of Salmonella and other Enteric Bacteria in Meat and Poultry, and (6) Swine Identification at Official Slaughtering Establishments.



J.A. Segal

In the Planning Office, the Planning Coordination Unit refocused planning efforts on the Agency's priority programs and commitments, developing a new format for the Annual Program Plan compatible with the multi-year plan. The Planning Coordination Unit also provided extensive staff support for the Discretionary Inspection task force. The Regulations Review and Analysis Unit prepared the following: (1) updates of its reviews of the Agency's red meat slaughter and poultry slaughter regulations, (2) a review of the Agency's recordkeeping and reporting requirements, (3) a threshold analysis for the "Regulation of Sulfonamide Residues in Swine," (4) an economic impact analysis of the effect of a proposed European Economic Community (EEC) ban on the use of growth promotant hormones in food animals, (5) a study on the decisionmaking process used by International Programs in determining "equal to" requirements, and (6) Agency responses to Presidential management improvement initiatives. The Regulations Review and Analysis Unit also assisted in the development of regulations for the implementation of Discretionary Inspection.



The Emergency Planning Office managed the USDA response to the Chernobyl Atomic Power Station Accident in the Ukraine and represented USDA on the White House Task Force and on the Subcommittee on Public Health and Agriculture. The Emergency Planning Office also represented USDA: (1) at an exercise which tested the Federal Radiological Emergency Response Plan, (2) at four DOD/DNA/FEMA sponsored exercises to test Federal plans and procedures for responding effectively to a nuclear weapons accident, and (3) as evaluators at 24 radiological emergency response exercises to test the capabilities of State and local governments to implement radiological emergency response plans and procedures. This office also reviewed 34 State and local radiological emergency response plans.

The Executive Secretariat responded in a timely manner to approximately 500 Freedom of Information and Privacy Act requests. The Executive Secretariat also managed the correspondence tracking system for controlled correspondence, produced the "Weekly Update" report, and coordinated the Agency's Advisory Committee activities.

### **Initiatives for FY 1988**

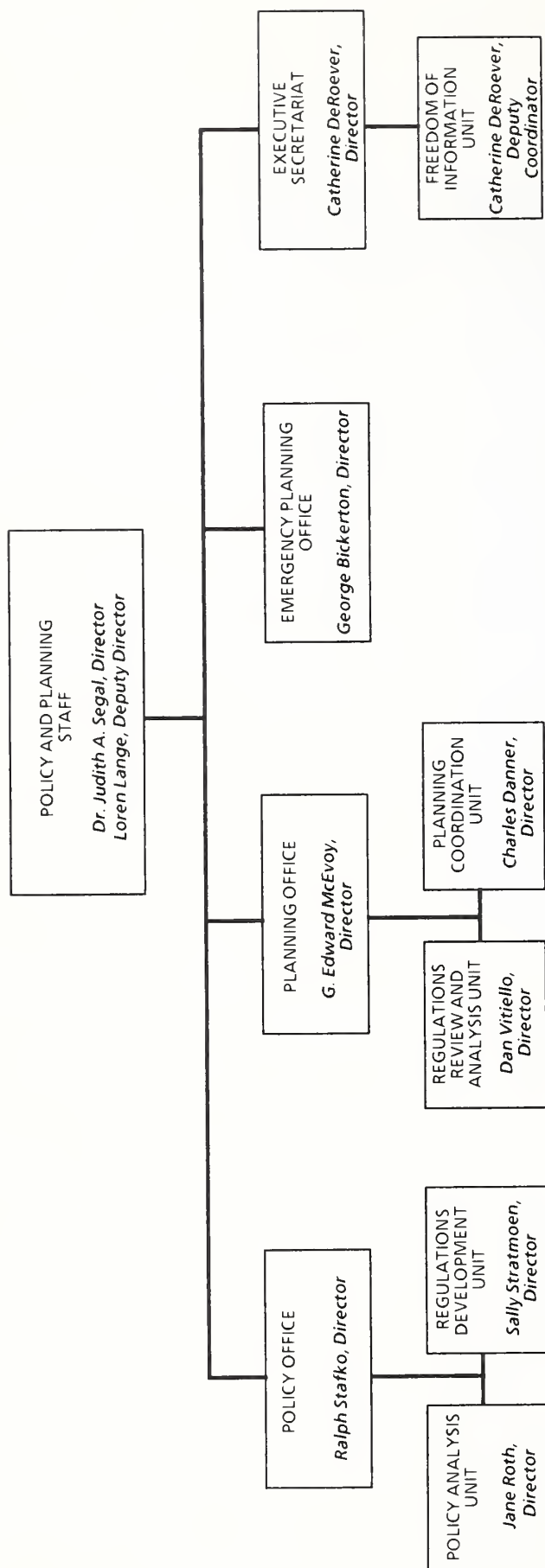
During FY 1988, the Policy Office will conduct studies and provide analytical services to program offices and the Discretionary Inspection Implementation Task Force as well as coordinate the Agency's docket and issuance development activities and initiate the installation of the automated issuance library system.

The Planning Office will assist with the implementation of a nationwide system of Discretionary Inspection, conduct several regulatory reviews, publish the Annual and Multi-Year Plans, establish an Agency Planning database, and conduct special studies related to Agency planning needs.

The Emergency Planning Office will develop and present at ten locations throughout the U.S. a joint USDA-FEMA training program focusing on the roles and responsibilities of agriculture and public health emergency planners and responders at the Federal, State and local levels. Additionally, an automated communication network will be established to link Federal, State and local governments and the nuclear industry.

The Executive Secretariat will provide staff assistance to establish the National Advisory Committee on Microbiological Quality Standards for Food and consult with system designers on security and privacy aspects of the Common On-line Reference for Establishments (CORE) database.

# FOOD SAFETY AND INSPECTION SERVICE POLICY AND PLANNING STAFF



THE FUNCTIONS OF THE POLICY AND PLANNING STAFF INCLUDE DEVELOPMENT OF POLICY OPTIONS FOR AGENCY MANAGEMENT TO CONSIDER IN THE FORMULATION OF NEW POLICIES AND PROGRAMS; REVIEW OF EXISTING REGULATIONS AND COORDINATING THE REVIEW AND APPROVAL OF NEW REGULATIONS; DESIGN AND OPERATION OF THE AGENCY-WIDE PLANNING AND REGULATION TRACKING SYSTEMS; SUPPORT IN THE PREPARATION OF REGULATORY IMPACT ANALYSES AND COST BENEFIT COMPARISONS; PLANNING AND COORDINATION OF THE AGENCY FREEDOM OF INFORMATION AND PRIVACY ACT FUNCTIONS; AND COORDINATION OF ALL FSIS EMERGENCY PREPAREDNESS FUNCTIONS;

# Policy and Planning Staff

Table 1.—Resources Planned for FY 1988

Program Area Divisions	Recurring Activities		Initiatives for Areas of Emphasis		Total	
	FTE	Dollars (000)	FTE	Dollars (000)	FTE	Dollars (000)
Office of the Director	3.0	135.0	1.0	40.0	4.0	175.0
Emergency Planning Office	8.5	363.0			8.5	363.0
Executive Secretariat	7.75	240.0	.75	22.5	8.5	262.5
Planning Office	10.75	537.5	2.75	137.5	13.5	675.0
Policy Office	18.75	937.5	4.25	212.5	23.0	1,150.0
Total	48.75	2,213.0	8.75	412.5	57.5	2625.5

Table 2.—Initiative Resources by Area of Emphasis Planned for FY 1988

Areas of Emphasis	FTE	Dollars (000)
Animal Disease Control		
Compliance Initiatives		
Data Systems	.25	7.5
Discretionary Inspection	5.0	240.0
Import Inspection Initiatives	1.0	50.0
Prevention of Unsafe Residues	.75	32.5
Reduction of Microbiological Hazards	1.75	82.5
Slaughter Inspection Modernization		
Technical Capability		
Total	8.75	412.5

**Table 3.—Emergency Planning Office, PP**  
**FY 1988 Proposed Activities and Resources**

Recurring Activities	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
1. Plan, develop, and coordinate all FSIS emergency preparedness functions to include the following: a. Emergency personnel listing. b. FSIS emergency contact. c. Emergency exercises. d. Emergency Planning Handbook. e. USDA/FSIS policy development for Ingestion Pathway.	Ongoing	1.1	50
2. Manage the FRERP for USDA to include the following: a. USDA RERP Plan. b. Interagency Agreements. c. FRPCC Subcommittees. d. Federal radiological exercises. e. Training program. f. International & Domestic Conferences/Working Groups.	Ongoing	1.4	64
3. Provide assistance for the following radiological emergency activities in support of State and local governments: a. Review and analyze plans. b. Evaluate onsite exercises. c. RAC activities. d. Nuclear accident brochure. e. Ingestion pathway training conferences.	Ongoing Ongoing Ongoing Ongoing II	4.3	195
4. Participate in the following national security activities: a. NSE coordinator. b. NSE subworking/task groups. c. Quarterly accomplishment reports.	Ongoing	1.7	54
Total		8.5	363

Table 4.-Executive Secretariat, PP

## FY 1988 Proposed Activities and Resources

Recurring Activities		Completion Schedule  (Quarter)	Activity Resources	
			FTE	Dollars (000)
1.	Administer the Freedom of Information and Privacy Acts.	Ongoing	3.25	90
2.	Manage Agency Advisory committees.	Ongoing	1.5	50
3.	Operate Agency tracking systems.	Ongoing	.5	15
4.	Coordinate special projects.	Ongoing	.5	15
5.	Manage U.S. participation in the activities of the Codex Alimentarius Commission.	Ongoing	2.0	70
Subtotal			7.75	240

Initiatives for Areas of Emphasis		Completion Schedule  (Quarter)	Activity Resources	
			FTE	Dollars (000)
Data Systems				
6.	Consult with system designers on security and privacy aspects of Common On-Line Reference for Establishments (CORE) database. (Objective 2, p.8)	I-IV	.25	7.5
Prevention of Unsafe Residues				
7.	Discuss with the Science program the possibility of establishing an advisory committee for the Prevention of Unsafe Residues. (Objective 1, p.18)	I	.25	7.5
Reduction of Microbiological Hazards				
8.	Establish the National Advisory Committee on Microbiological Quality Standards for Foods. (Objective 1, p.20)	I-II	.25	7.5
Subtotal			.75	22.5
Total			8.5	262.5



**Table 5.—Planning Office, PP**  
**FY 1988 Proposed Activities and Resources**

Recurring Activities		Completion Schedule  (Quarter)	Activity Resources	
			FTE	Dollars (000)
1.	Revise and update the FSIS Strategic Plan.	I	.5	25.0
2.	Develop and publish a FSIS Multi-Year Program Plan.	II	1.5	75.0
3.	Develop and publish the FSIS Annual Program Plan.	IV	1.5	75.0
4.	Develop and implement a procedure for mid-year review of Agency progress toward meeting planning objectives.	III	.75	37.5
5.	Develop and implement FSIS planning database.	Ongoing	.75	37.5
6.	Develop discussion/background papers.	Ongoing	.75	37.5
7.	Conduct the following FSIS regulatory reviews: a. Enforcement regulations. b. Decisionmaking and appeal requirements. c. Assignment of employees's requirements.	Ongoing	3.0	150.0
8.	Conduct the following Management/organization studies: a. OMB Circulator A-76. b. Executive Order 12552—Productivity Improvement Program for the Federal Government. c. Privatization of Governmental activities.	Ongoing	1.5	75.0
9.	Conduct regulatory analyses on sulfonamides.	Ongoing	.5	25.0
Subtotal			10.75	537.5
Initiatives for Areas of Emphasis		Completion Schedule  (Quarter)	Activity Resources	
			FTE	Dollars (000)
Discretionary Inspection				
10.	Support planning and implementation of nationwide system of Discretionary Inspection. (Objective 2, p.12)	Ongoing	1.5	75.0
11.	Develop regulations for implementation of Discretionary Inspection. (Objective 2, p.12)	Ongoing	.5	25.0
Import Inspection Initiatives				
12.	Conduct regulations review of Part 327. (Objective 2, p.15)	Ongoing	.75	37.5
Subtotal			2.75	137.5
Total			13.5	675.0

**Table 6.—Policy Office, PP**  
**FY 1988 Proposed Activities and Resources**

Recurring Activities	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
1. Design and carry out special studies relating to FSIS Future Agenda.	Ongoing	1.0	50.0
2. Conduct policy studies or write discussion papers requested by the Administrator.	Ongoing	2.0	100.0
3. Conduct special studies requested by staff and program offices to include the following: a. Special studies, program and policy analyses as requested. b. Services to Program managers and technical staff.	Ongoing	7.0	350.0
4. Participate in docket development. a. Provide member for each docket committee. b. Prepare threshold analyses upon docket managers' request. c. Serve as Agency liaison with OGC. d. Serve as Agency liaison with OMB. e. Serve as docket manager when assigned or on request of Program staff. f. Provide technical advice on docket development procedures. g. Maintain tracking and reporting system for dockets and rulemaking petitions.	Ongoing	3.75	187.5
5. Coordinate review, re-writing, reorganization and re-formatting of issuances. a. Provide technical advice on issuance development procedures. b. Review Program issuances for conformance with Agency requirements. c. Plan, implement, and manage Agency Program for Automated Issuance/Library System. d. Manage and maintain printed issuance system, including distribution plan and preparation of indices.	Ongoing	3.0	150.0
6. Maintain official Agency records and files pertaining to rulemaking and petitions.	Ongoing	1.0	50.0
7. Conduct special projects.	Ongoing	1.0	50.0
Subtotal		18.75	937.5

Initiatives for Areas of Emphasis	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
Discretionary Inspection			
8. Develop Discretionary Inspection Implementation regulations. (Objective 2, p.12)	Ongoing	1.0	50.0
9. Conduct special projects for Discretionary Inspection Implementation and Evaluation. (Objective 2, p.12)	Ongoing	1.0	50.0
Import Inspection Initiatives			
10. Develop dockets for improving port-of-entry inspection. (Objective 2, p.15)	II	0.25	12.5
Prevention of Unsafe Residues			
11. Develop dockets for the reduction of unsafe levels of residues. (Objective 1, p.18)	IV	0.5	25.0
Reduction of Microbiological Hazards			
12. Conduct special study requested by Information and Legislative Affairs Evaluation of Consumer Education Program. (Objective 3, p.20)	II	1.0	50.0
13. Develop dockets that support the reduction of microbiological hazards. (Objective 2, p.20)	III	0.5	25.0
Subtotal		4.25	212.5
Total		23	1,150

## REVIEW AND EVALUATION STAFF

*"The mission of the Review and Evaluation Staff is to provide the Administrator and Senior Staff with important and timely information on meat and poultry inspection programs. R&E has the skills and flexibility necessary to respond to the Agency's need for feedback on its many initiatives."*

The Review and Evaluation (R&E) Staff provides an overview of the effectiveness of meat and poultry inspection programs as well as detailed information on specific program areas. Major review and evaluation activities consist of basic reviews that monitor the effectiveness of inspection units throughout the country. Special projects examine program issues indepth. The Staff coordinates FSIS participation in efforts to reduce fraud, waste, and abuse. Also, the Staff assists the FSIS Liaison Officer with GAO and OIG audit activities. These goals are achieved by:

- Examining the effectiveness of inspection operations. Review results are reported orally to inspectors and supervisory and management personnel. R&E prepares summary reports that assess the effectiveness of inspection controls, including both positive and negative observations.
- Focusing on concerns not readily addressed by the basic circuit review program. These projects provide an in-depth assessment of a specific problem area, inspection technique, or other program concern. The special project approach permits collection of comprehensive information about specific issues.
- Conducting "on demand" special reviews and inquiries as required. Results are provided to the Administrator and the Senior Staff to help in policy development and planning, and for use in decisionmaking.

### Major Accomplishments for FY 1987

Last year, R&E coordinated the Agency review of phase one of the Discretionary Inspection (DI) pilot study. Also, R&E reviewed 1,100 locations in 50 circuits. As part of its special project work, R&E completed the fieldwork on the new Poultry Streamlined Inspection System and collected data on calf-dressing procedures, poultry slaughter equipment, and 21 poultry pilot plants chosen to implement the new pre-operational sanitation inspection requirements.

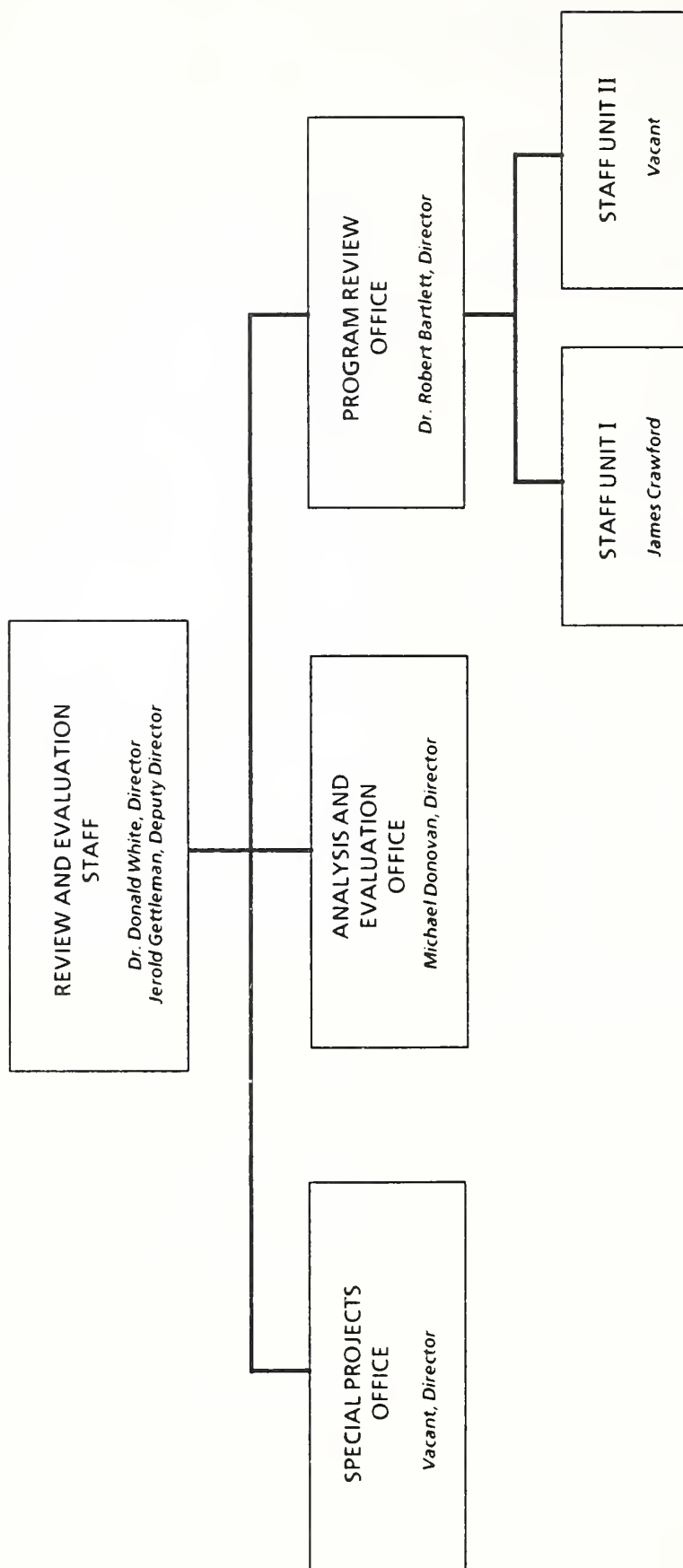


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### Initiatives for FY 1988

In FY 1988, R&E will develop and implement an import inspection review and evaluation program to provide information for management decisionmaking. R&E will also develop and implement an area review approach for a more comprehensive and informative evaluation of the meat and poultry inspection program. R&E's role in the evaluation of the implementation of DI will continue in FY 88. In addition, R&E will explore possibilities for the development of new review methodologies related to the prevention of unsafe residues and the reduction of microbiological hazards.

FOOD SAFETY AND INSPECTION SERVICE  
REVIEW AND EVALUATION STAFF



THE FUNCTION OF THE REVIEW AND EVALUATION STAFF IS TO DEVELOP SYSTEMS, CRITERIA AND PROCEDURES FOR CONDUCTING EVALUATIONS OF EFFECTIVENESS OF PROGRAM OPERATIONS; CONDUCT SYSTEMATIC ON-SITE MONITORING; ANALYZE AND MAKE RECOMMENDATIONS BASED ON REVIEW REPORTS; AND PROVIDE LIAISON WITH THE OIG AND GAO



# Review and Evaluation Staff

**Table 1.—Resources Planned for FY 1988**

Program Area	Recurring Activities		Initiatives for Areas of Emphasis		Total	
	FTE	Dollars (000)	FTE	Dollars (000)	FTE	Dollars (000)
Review and Evaluation Staff	45	2,224	17	899	62	3,123
Total	45	2,224	17	899	62	3,123

**Table 2.—Initiative Resources by Area of Emphasis Planned for FY 1988**

Areas of Emphasis	FTE	Dollars (000)
Animal Disease Control		
Compliance Initiatives	13	696
Data Systems		
Discretionary Inspection	4	203
Import Inspection Initiatives		
Prevention of Unsafe Residues		
Reduction of Microbiological Hazards		
Slaughter Inspection Modernization		
Technical Capability		
Total	17	899

**Table 3.—Review and Evaluation Staff**  
**FY 1988 Proposed Activities and Resources**

Recurring Activities	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
1. Provide the Administrator with an overview of inspection controls.	Ongoing IV	18	886
a. Develop systems, criteria and procedures for domestic inspection reviews.			
b. Conduct and report on basic reviews.			
2. Conduct special analyses and evaluations to improve program effectiveness.	Ongoing IV	20	991
a. Develop systems, criteria, and procedures.			
b. Carry out special studies.			
c. Analyze, summarize, and report project results and make recommendations.			
3. Assist the Administrator in a program to improve the effectiveness and integrity of program operations.	Ongoing Ongoing IV	5	248
a. Provide feedback to FSIS line managers.			
b. Carry out inquiries, reviews, and interviews in cases requiring independent fact gathering.			
c. Provide oversight of intensified regulatory enforcement.			
4. Provide staff support on all audit matters to the FSIS Liaison Office with the Office of Inspector General and the General Accounting Office.	Ongoing	2	99
a. Coordinate Agency participation in audits.			
b. Assure that appropriate program officials participate in audit responses.			
c. Coordinate final Agency responses to audits involving more than one program area.			
d. Track Agency progress in meeting commitments.			
Subtotal		45	2,224

Initiatives for Areas of Emphasis	Completion Schedule  (Quarter)	Activity Resources	
		FTE	Dollars (000)
Compliance Initiatives			
5. Provide the Administrator with an overview of inspection controls. (Objective 3, p.6).			
a. Develop systems, criteria, and procedures for import inspection review.	II	1	45
b. Develop, conduct and report on reviews on four International Programs ImportField Offices (IFO).	IV	7	348
6. Provide overview of inspection controls and conduct and report on area reviews in two Meat and Poultry Inspection Operations areas. (Objective 3, p.6)	IV	5	303
Discretionary Inspection			
7. Provide overview of inspection controls and evaluate and report on DI implementation. (Objective 2, p.12)	IV	4	203
Subtotal		17	899
Total		62	3,123







## **Office of the Administrator**

Administrator's Message

Associate Administrator's Message

## **Areas of Emphasis**

Animal Disease Control

Compliance Initiatives

Data Systems

Discretionary Inspection

Import Inspection Initiatives

Prevention of Unsafe Residues

Reduction of Microbiological Hazards

Slaughter Inspection Modernization

Technical Capability

## **FSIS Organization and Resources**

### **Program Areas**

International Programs

Meat and Poultry Inspection Operations

Meat and Poultry Inspection Technical Services

Science

Administrative Management

Equal Employment and Civil Rights Staff

Information and Legislative Affairs Staff

Policy and Planning Staff

Review and Evaluation Staff